Utah's Division of Child and Family Services

Salt Lake Valley Region Report

Qualitative Case Review Findings
Review Conducted
December 2004 and March 2005

A Joint Report by
The Child Welfare Policy and Practice Group
and
The Office of Services Review, Department of Human Services

July 25, 2005

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I. Introduction

The Division of Child and Family Services (the Division) completed a comprehensive plan for the delivery of services to families and children in May 1999, entitled <u>The Performance Milestone Plan</u> (the Plan) pursuant to an order issued by United States District Court Judge Tena Campbell. On October 18, 1999, Judge Campbell issued an order directing the Division as follows:
  ➢ The Plan shall be implemented.
  ➢ The Child Welfare Policy and Practice Group (the Child Welfare Group) shall remain as monitor of the Division's implementation of the Plan.

The Plan provides for four monitoring processes. Those four processes are: a review of a sample of Division case records for compliance with case process requirements, a review of the achievement of action steps identified in the Plan, a review of outcome indicator trends and specific to the subject of this report, a review of the quality of actual case practice. The review of case practice assesses the performance of the Division's regions in achieving practice consistent with the practice principles and practice standards expressed in the Plan, as measured by the Qualitative Case Review (QCR) process.

The Plan provides for the QCR process to be employed as one method of assessing frontline practice for purposes of demonstrating performance sufficient for exit from the David C. Settlement Agreement and court jurisdiction. Related to exit from qualitative practice provisions, the Division must achieve the following in each region in two consecutive reviews:
  ➢ 85% of cases attain an acceptable score on the child and family status scale.
  ➢ 85% of cases attain an acceptable score on the system performance scale, with core domains attaining at least a rating of 70%.

The Plan anticipates that reports on the Division's performance, where possible, will be issued jointly by The Child Welfare Group and the Division, consistent with the intent of the monitor and the Division to make the monitoring process organic to the agency's self-evaluation and improvement efforts.

II. Practice Principles and Standards

In developing the Plan, the Division adopted a framework of practice, embodied in a set of practice principles and standards. The training, policies, and other system improvement strategies addressed in the Plan, the outcome indicators to be tracked, the case process tasks to be reviewed, and the practice quality elements to be evaluated through the QCR process all reflect these practice principles and standards. They are listed below:

Protection	Development	Permanency
Cultural Responsiveness	Family Foundation	Partnerships
Organizational Competence	Treatment Professionals	

In addition to these principles or values, the Division has express standards of practice that serve both as expectations and as actions to be evaluated. The following introduction and list is quoted directly from the Plan.

> *Though they are necessary to give appropriate direction and to instill significance in the daily tasks of child welfare staff, practice principles cannot stand alone. In addition to practice principles, the organization has to provide for discrete actions that flow from the principles. The following list of discrete actions, or practice standards, have been derived from national practice standards as compiled by the CWPPG, and have been adapted to the performance expectations that have been developed by DCFS. These practice standards must be consistently performed for DCFS to meet the objectives of its mission and to put into action the above practice principles. These standards bring real-life situations to the practice principles and will be addressed in the Practice Model development and training.*

> *1. Children who are neglected or abused have immediate and thorough assessments leading to decisive, quick remedies for the immediate circumstances, followed by long-range planning for permanency and well-being.*

> *2. Children and families are actively involved in identifying their strengths and needs and in matching services to identified needs.*

> *3. Service plans and services are based on an individualized service plan, using a family team (including the family, where possible and appropriate, and key support systems and providers), employing a comprehensive assessment of the child and family's needs, and attending to and utilizing the strengths of the child and his/her family strengths.*

> *4. Individualized plans include specific steps and services to reinforce identified strengths and meet the needs of the family. Plans should specify steps to be taken by each member of the team, time frames for accomplishment of goals, and concrete actions for monitoring the progress of the child and family.*

> *5. Service planning and implementation are built on a comprehensive array of services designed to permit children and families to achieve the goals of safety, permanence and well-being.*

> *6. Children and families receive individualized services matched to their strengths and needs and, where required, services should be created to respond to those needs.*

7.   *Critical decisions about children and families, such as service plan development and modification, removal, placement and permanency, are, whenever possible, to be made by a team including the child and his/her family, the family's informal helping systems, foster parents, and formal agency stakeholders.*

8.   *Services provided to children and families respect their cultural, ethnic, and religious heritage.*

9.   *Services are provided in the home and neighborhood-based settings that are most appropriate for the child and family's needs.*

10.   *Services are provided in the least restrictive, most normalized settings appropriate for the child and family's needs.*

11.   *Siblings are to be placed together. When this is not possible or appropriate, siblings should have frequent opportunities for visits.*

12.   *Children are placed in close proximity to their family and have frequent opportunities for visits.*

13.   *Children in placement are provided with the support needed to permit them to achieve their educational and vocational potential with the goal of becoming self-sufficient adults.*

14.   *Children receive adequate, timely medical and mental health care that is responsive to their needs.*

15.   *Services are provided by competent staff and providers who are adequately trained and who have workloads at a level that permit practice consistent with these principles.*

III. The Qualitative Case Review Process

Historically, most efforts at evaluating and monitoring human services, such as child welfare, made extensive, if not exclusive, use of methods adapted from business and finance. Virtually all of the measurements were quantitative and involved auditing processes: counting activities, checking records, and determining if deadlines were met. Historically, this was the approach during the first four years of compliance monitoring in the David C. Settlement Agreement. While the case process record review does provide meaningful information about accomplishment of tasks, it is at best incomplete in providing information that permits meaningful practice improvement.

Over the past decade there has been a significant shift away from exclusive reliance on quantitative process oriented audits and toward increasing inclusion of qualitative approaches to evaluation and monitoring. A focus on quality assurance and continuous quality improvement has begun to find increasing favor, not only in business and in industry, but also in health care and human services.

The reason for the rapid ascent of the "quality movement" is simple: it not only can identify problems, it can help solve them. For example, a qualitative review may not only identify a deficiency in service plans, but may also point to why the deficiency exists and what can be done to improve the plans. By focusing on the critical outcomes and the essential system performance to achieve those outcomes, attention begins to shift to questions that provide richer, more useful information. This is especially helpful when developing priorities for practice improvement efforts. Some examples of the two approaches may be helpful:

AUDIT FOCUS:
"Is there a current service plan in the file?"

QUALITATIVE FOCUS:
"Is the service plan relevant to the needs and goals, and coherent in the selection and assembly of strategies, supports, services, and timelines offered?"

AUDIT FOCUS:
"Were services offered to the family?"

QUALITATIVE FOCUS:
"To what degree are the implementation of services and results of the child and family service plan routinely monitored, evaluated, and modified to create a self-correcting and effective service process?"

The QCR process is based on the Service Testing™ model developed by Human System and Outcomes, Inc., which evolved from collaborative work with the State of Alabama, designed to monitor the R. C. Consent Decree. The Service Testing™ model has been specifically adapted for use in implementing the Plan by the Division and by the court monitor, The Child Welfare Group, based on The Child Welfare Group's experience in supporting improvements in child welfare outcomes in 13 other states. Service Testing™ represents the current state of the art in evaluating and monitoring human services, such as child welfare. It is meant to be used in concert with other sources of information, such as record reviews and interviews with staff, community stakeholders, and providers.

The Utah QCR process makes use of a case review protocol adapted for use in Utah from protocols used in 13 other states. The protocol is not a traditional measurement designed with specific psychometric properties. The QCR protocol guides a series of structured interviews with key sources such as children, parents, teachers, foster parents, Mental Health providers, caseworkers, and others to support professional appraisals in two broad domains: Child and Family Status and System Performance. The appraisal of the professional reviewer examining

each case is translated to a judgment of acceptability for each category of functioning and system performance reviewed using a six-point scale ranging from "Completely Unacceptable" to "Optimally Acceptable." The judgment is quantified and combined with all other case scores to produce overall system scores.

The Utah QCR instrument assesses child and family status issues and system performance in the following discrete categories. Because some of these categories reflect the most important outcomes (Child and Family Status) and areas of system functioning (System Performance) that are most closely linked to critical outcomes, the scoring of the review involves differential weighting of categories. For example, the weight given permanence is higher than for satisfaction. Likewise, the weight given functional assessment is higher than the weight for successful transitions. These weights, applied when cases are scored, affect the overall score of each case. The weight for each category is reflected parenthetically next to each item.

Child and Family Status	System Performance
Child Safety (x3)	Child/Family Participation (x2)
Stability (x2)	Team/Coordination (x2)
Appropriateness of Placement (x2)	Functional Assessment (x3)
Prospects for Permanence (x3)	Long-Term View (x2)
Health/Physical Well-Being (x3)	Child and Family Planning (x3)
Emotional/Behavioral Well-Being (x3)	Plan Implementation (x2)
Learning Progress (x2), *OR,*	Supports/Services (x2)
Learning/Developmental Progress (x2)	Successful Transitions (x1)
Caregiver Functioning (x2)	Effective Results (x2)
Family Functioning/Resourcefulness (x1)	Tracking Adaptation (x3)
Satisfaction (x1)	Caregiver Support (x1)
Overall Status	**Overall System Performance**

The fundamental assumption of the Service Testing™ model is that each case is a unique and valid test of the system. This is true in the same sense that each person who needs medical attention is a unique and valid test of the health care system. It does not assume that each person needs the same medical care, or that the health care system will be equally successful with every patient. It simply means that every patient is important and that what happens to that individual patient matters. It is little consolation to that individual that the type of care they receive is usually successful. This point becomes most critical in child welfare when children are currently, or have recently been, at risk of serious harm. Nowhere in the child welfare system is the unique validity of individual cases clearer than the matter of child safety.

Service Testing™, by aggregating the systematically collected information on individual cases, provides both quantitative and qualitative results that reveal in rich detail what it is like to be a consumer of services and how the system is performing for children and families. The findings of the QCR will be presented in the form of aggregated information. There are also case stories written at the conclusion of the set of interviews done for each case. They are provided to clarify the reasons for scores assigned, to offer steps to overcome obstacles or maintain progress, and as illustrations to put a "human face" on issues of concern.

Methodology

Cases reviewed were randomly selected from the universe of the case categories of out-of-home (SCF), Protective Family Preservation (PFP) services, Protective Services Supervision (PSS), and Protective Service Counseling (PSC) in the region. These randomly selected cases were then inserted into a simple matrix designed to ensure that critical facets of the Division population are represented with reasonable accuracy. These variables stratified the sample to insure that there was a representative mix of cases of children in out-of-home care and in their own homes. For children in out-of-home care, the sample was further stratified to assure that children in a variety of settings (family foster care, group care, and therapeutic foster care) were selected. Cases were also distributed to permit each office in the region to be reviewed and to assure that no worker had more than one of his/her cases reviewed. An additional number of cases were selected to serve as replacement cases, which are a pool of cases used to substitute for cases that could not be reviewed because of worker or family circumstances (illness, lack of family consent, etc).

The sample thus assured that:
- ➢ Males and females were represented.
- ➢ Younger and older children were represented.
- ➢ Newer and older cases were represented.
- ➢ Larger and smaller offices were represented.

A total of 72 cases were selected for the review, and 71 cases were reviewed.

Reviewers

The Child Welfare Group qualitative reviewers included professionals with extensive experience in child welfare and child mental health. Most of the reviewers had experience in the Alabama child welfare reform, as well as other reform and practice improvement initiatives around the United States. The Child Welfare Group has employed the QCR process in 13 different states. Utah reviewers "shadow" the Child Welfare Group reviewers as a part of an organized reviewer training and certification process. These reviewers, once certified, become reviewers themselves and participate in subsequent reviews as part of the plan to develop and maintain internal capacity to sustain the review process. At this point, one half of the reviewer contingent ordinarily consists of Child Welfare Group reviewers and one half consists of certified Utah reviewers.

Stakeholder Interviewers

As a compliment to the individual case reviews, The Child Welfare Group staff and Utah staff interview key local system leaders from other child and family serving agencies and organizations in the region about system issues, performance, assets, and barriers. These external perspectives provide a valuable source of perspective, insight, and feedback about the performance of Utah's child welfare system. In some years, focus groups with DCFS staff, consumer families, youth, foster parents, or other stakeholders are a part of this aspect of the review process. Their observations are briefly described in a separate section.

IV. System Strengths

In the course of the review, many system strengths or assets were observed in individual case practice. Although not every strength was noted in every case, these strengths contributed to improved outcomes for children and families. Some of these system strengths or assets are listed below:

- Placements were well matched to the needs of the child.
- Tremendous informal supports were wrapped around the case.
- There was a good match between the caseworker and the child.
- There was a good transition from Christmas Box House to the foster home.
- There was superior teamwork in participation, communication and knowledge.
- Team meetings were focused.
- A new worker used the Practice Model to conduct a team meeting.
- Two foster homes were willing to take large sibling groups.
- There is a team that specializes in cases where the child is receiving DSPD services.
- Caseworkers were sincere and caring and the families could see it.
- There was good engagement of a 12-year-old child.
- There was good concurrent planning.
- There was good attention to bilingual needs and the LTV was well developed and implemented.
- A new worker had a lot of good mentoring.
- A biological mother was able to interview foster homes and select the placement for her child.
- There was good engagement of the mother by the worker to put her at ease.
- A child receiving DSPD services was given accommodations and choices in services.
- There was good coordination between the Drug Court liaison, the home-based worker, and the foster care worker.
- There were good efforts to keep family members involved in the teaming, and notes of the meeting were provided to the caregiver.

V. Characteristics of the Salt Lake Valley Region

Trend Indicators for the Region

The Division provided current regional trend data and data comparative to the past fiscal year. The table for the Salt Lake Valley Region, along with that of the other regions, is included in the Appendix.

VI. Stakeholder Observations

The results of the QCRs should be considered within a broader context of local or regional interaction with community partners. Key informant and focus group interviews were held with the SL training team, supervisors, line workers, regional management and legal partners.

Training Team
A total of ninety-two new employees were trained between January 2004 and December 2004. Fifty-two community partners were also trained. The region is experiencing high turnover, which requires more frequent training. In addition to practice model training, there has been training on domestic violence issues, CPR documentation, court services, legal issues (provided by the AAG), Brain Function and Creative Interventions (flex funds training).

The training team is fully staffed, which helps keep pace with the training calendar.

There have been challenges in developing the documentation training, as staff thought the pilot version was too long and contained extraneous exercises. Revisions are underway. There has also been negative feedback to the Creative Interventions training, primarily about length. Staff still struggle with creative problem solving and underlying needs that are part of the content.

New staff receive the Practice Model training before they assume a caseload. Mentoring during training occurs one day each week in the field. The other days are classroom days. Once new staff graduate they are to have mentoring in their neighborhood assignment.

Legal Partners (AAG and GAL)
Nurses are seen as an asset and do effective follow up on appointments and mental health assessments. Therapeutic court has value, but is time consuming. AG staff find DCFS staff generally well-informed and good to work with and acknowledged that some AAG's had better relationships with DCFS than others. One participant noted that decisions were so subjective that uniformity of practice was difficult.

Turnover is seen as a barrier and supervisors are challenged in providing developmental supervision to so many new staff. One of the pluses of new workers is their enthusiasm, however. Worker performance was described as uneven. Some staff are prepared for court and knowledgeable and others less so. There is particular concern over not getting court information prior to hearings, which can lead to continuances. Other areas that could be strengthened are keeping SAFE updated and the quality of the handoff between CPS and ongoing workers. It was felt that ongoing workers may be unfamiliar with family and risk issues known to CPS.

These is some concern among legal partners that workers are under pressure to close cases. There is also a (long-standing) concern that workers are making fewer removals and relying on PSS more often. This is a subject of ongoing dialogue between legal partners and regional leadership. Attorneys did not know why the CPS caseload was rising, when asked. One observation offered was that the Practice Model and CPS were in conflict at times regarding approach.

AG staff feel uninformed on some cases, as if they are being avoided. They acknowledge that DCFS staff believe that the attorneys are more inclined toward removals than caseworkers.

Team meetings have positive and negative qualities. While the ability to communicate with everyone simultaneously is helpful, there is the sense that the forum can discourage candid conversation. *(Note: This does occur at times in family conferences when attorneys for all the parties are present)* Sometimes decisions made in meetings with families don't match the decisions in court, which creates problems.

Resource needs include interpreters, mental health services, residential treatment and day treatment. Concern was expressed that residential placement is likely to be the last option rather than the first one.

Caseworkers (Focus Group)
Most of the caseworkers in this focus group were seasoned workers. Generally, they agreed that there has been much progress in the region in the past several years. One area singled out for praise is the "swingshift" CPS team that responds to most after-hours calls. Some staff also said that SAFE had become more functional.

In terms of trends, workers are seeing an increase in the Hispanic population, challenging their cultural responsiveness. Language barriers are a particular challenge. There is a relatively new population of Sudanese families. The intense community focus on high profile polygamist families is resulting in time-consuming media interest. These families present cultural responsiveness challenges as well as practice challenges, given the closed nature of family life. Efforts are being made to communicate with the clans as part of an educational process. There is a significant population of older youth in the caseload that present significant permanency challenges.

Several new initiatives are underway, such as:
- o Post-adoption guidelines for that unit
- o Doing concurrent adoption studies for kinship placements
- o Piloting a family preservation effort for CPS Priority 1 cases
- o Providing some assessments in-home when parents have barriers to accessing agency based assessments
- o Studying the effectiveness of the therapeutic justice court
- o Starting new DV CPS teams

The resource needs identified included mental health services for adults, interpreter services, in-home mental health services, adult day treatment, residential substance abuse programs, housing and for Meth users, dental services. *(Serious teeth and gum disease can be characteristic of chronic Meth users.)*

When asked the most difficult elements of the job, respondents replied:
- o Working with bio-parents

- o Working with kinship families (seems harder on the bio parents)
- o Conflicts with the court, AAG's and GAL's
- o Caseload size
- o Complex cases that consume much of your time
- o Caseloads made up exclusively of DV cases – more diversity of case types is less stressful

When asked about changes they would like to see made, respondents listed:
- o More flexibility in overdues using exceptions and extensions
- o More visible appreciation for contributions of line staff
- o Retention of experienced staff
- o More funding to meet mental health needs
- o More FTE's
- o More exceptions to the 12-month permanency deadline when there is a strong bond with the birth family (especially problematic in substance abuse cases due to relapse) – individualized permanency might be a better option
- o More practical training (the group had recently received DV training, Creative Interventions training and some had received documentation training) and more discretion about who needs training
- o Training on attachment

Supervisors (Focus Group)
Most of the supervisors were seasoned in terms of experience with DCFS. Supervisors felt that the new domestic violence initiative was useful, but acknowledged that there wasn't universal support. Experienced staff did not want to be assigned to these teams, so most staff in them are relatively inexpereinced. There was also support for the ILP center, where resources can be focused and maximized. Issues getting special attention include driver licenses, Chaffee dollars to supplement Pell grants, partnerships with Workforce Services and housing supports. Efforts are underway with DSPD to develop more relevant supports for the DD population.

Supervisors noted the challenges of dealing with the undocumented population and the lack of translation services. Other resource needs include transportation, DSPD supports for youth not fitting either DPSD or children's mental health eligibility standards, Methamphetamine user services, housing (especially if there is a past felony) and programs designed specifically for girls with behavioral problems. Legal risk homes, even for toddlers, are not available in sufficient numbers.

Supervisors had a list of concerns about training, somewhat influenced by frustration over some recent specialized training and the high volume of specialized training in addition to practice model training. They included:
- o Monday is the worst day for mentoring. Too many fires to put out and paperwork to do. Needs to be a different day of the week.
- o Training team needs to take responsibility for what is delivered – it's not all the responsibility of the state office.
- o Coordinate mentoring assignments with the field.

- o   Be sure training is essential before requiring attendance.
- o   Training needs to listen to and be responsive to feedback.
- o   Try to refine training before piloting it.

In a conversation about morale and turnover, supervisors stated that the lack of raises and cancelled incentive plans are impacting retention.

Regional Leadership
Regional leadership believes that the new ILP effort is working well. The ILP center permits more specialization with this population. Approximately one-third of the out-of-home population is in this program. Work is underway to create a Runaway Youth Protocol that provides for team meetings within 72 hours of a runaway. Approximately 15 children are on runaway status at any one time. The new domestic violence initiative also is thought to be off to a good start. In this region, 33% of substantiated cases have domestic violence allegations. This effort began in December 2004 and is intended to address recidivism. Each neighborhood has a supervisor with DV training and a team to deal with DV issues.

Trend challenges the region is facing include:
- o   High number of ILP population
- o   High number of DV cases
- o   Turnover at 20 percent
- o   Dealing effectively with polygamy cases
- o   Growing numbers of undocumented residents

The region has found that changing life circumstances account for most of the turnover problems, with workers starting families, moving with spouses to other communities, etc., rather than due to job dissatisfaction. Drugs continue to affect the caseload and workload, especially Meth, which is more likely than other circumstances to lead to rapid TPR. Drugs are a notable problem in the undocumented population. The secrecy within the undocumented population (due to fears of deportation) makes working with them an additional challenge. The region finds the ungovernable population to be one of its biggest challenges. The fact that some partners want them locked up rather that served in a family setting creates tensions about the agency's response.

The greatest unmet resource needs were identified as inpatient mental health services and residential drug treatment services.

VII. Child and Family Status, System Performance, Analysis, Trends, and Practice Improvement Needs

The QCR findings are presented in graphic form to help quantify the observations of the qualitative assessment. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of <u>Child and Family Status</u> and <u>System</u>

Performance show the percent of cases in which the key indicators were judged to be
"acceptable." A six-point rating scale is used to determine whether or not an indicator is judged
to be acceptable. Reviewers scored each of the cases reviewed using these rating scales. The
range of ratings is as follows:

> 1: Completely Unacceptable
> 2: Substantially Unacceptable
> 3: Partially Unacceptable
> 4: Minimally Acceptable
> 5: Substantially Acceptable
> 6: Optimal Status/Performance

Child and Family Status, as well as System Performance, is evaluated using 11 key indicators.
A graph presenting the overall, summative scores for each domain are presented below. Beneath
the graphs for overall information, a graph showing the distribution of scores for each indicator
within each of the two domains is presented. Later in this section (section VII, Summary of Case
Specific Findings), brief comments regarding progress and examples from specific cases are
provided.

Child and Family Status Indicators

Overall Status

**Salt Lake Valley
Region Child Status**

	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	FY04	FY05 Current Scores
Safety	64	8	88.9%	86.7%	91.2%	94.4%	97.1%	94.4%	**88.9%**
Stability	40	31	56.3%	69.0%	76.5%	72.2%	72.9%	82.6%	**56.3%**
Appropriateness of Placement	68	3	95.8%	90.6%	95.5%	90.3%	95.7%	98.6%	**95.8%**
Prospect for Permanence	37	34	52.1%	64.3%	74.6%	59.7%	61.4%	76.8%	**52.1%**
Health/Physical Well-being	66	5	93.0%	97.6%	95.6%	95.8%	98.6%	98.6%	**93.0%**
Emotional/Behavioral Well-being	61	10	85.9%	76.2%	89.7%	75.0%	81.4%	87.0%	**85.9%**
Learning Progress	64	7	90.1%	88.1%	88.1%	79.2%	76.8%	88.4%	**90.1%**
Caregiver Functioning	49	1	98.0%	100.0%	95.2%	95.6%	100.0%	100.0%	**98.0%**
Family Resourcefulness	21	15	58.3%	60.0%	75.0%	56.8%	51.4%	86.1%	**58.3%**
Satisfaction	57	14	80.3%	86.4%	80.9%	84.5%	81.4%	91.3%	**80.3%**
Overall Score	**63**	**9**	**87.5%**	**86.7%**	**89.7%**	**87.5%**	**88.6%**	**90.1%**	**87.5%**

Safety

Summative Questions: Is the child safe from manageable risks of harm (caused by others or by the child) in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Is the child free from unreasonable intimidation and fears at home and school?

Findings: 89**%** of cases were within the acceptable range (4-6).

Safety Distribution
72 cases
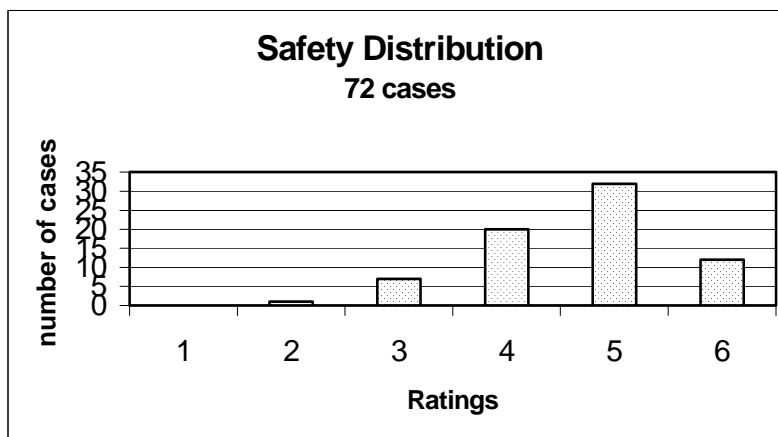
Stability

Summative Questions: Are the child's daily living and learning arrangements stable and free from risk of disruption?   If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

Findings: 56% of cases were in the acceptable range (4-6).

Stability Distribution
71 cases
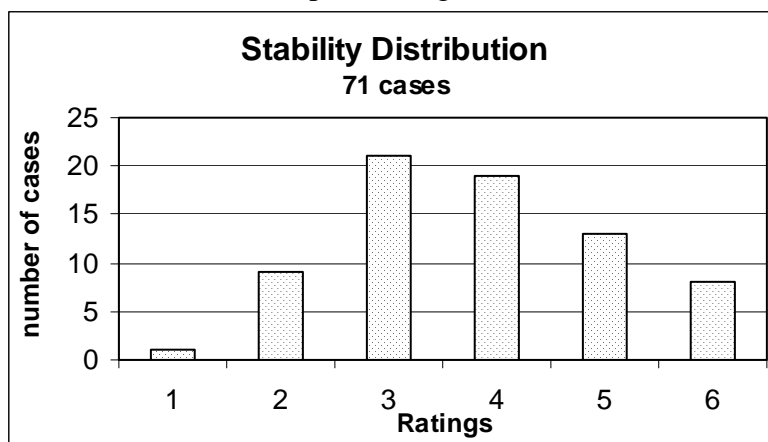
Appropriateness of Placement

Summative Questions: Is the child in the most appropriate placement consistent with the child's needs, age ability and peer group and consistent with the child's language and culture?

Findings: 96% of cases were in the acceptable range (4-6).

Placement Distribution
71 cases
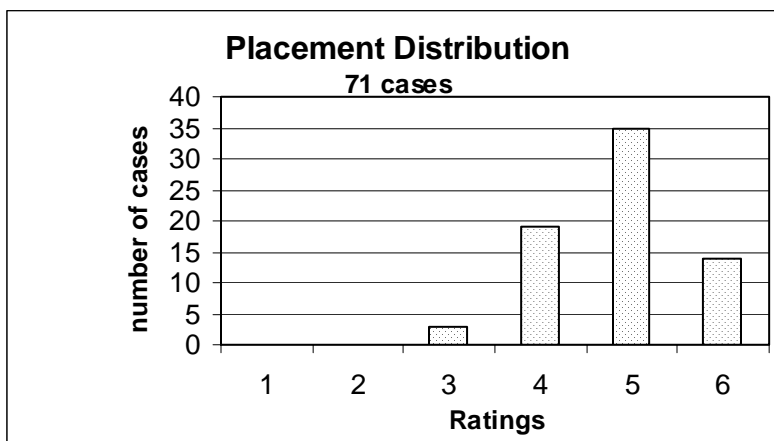
Prospects for Permanence

Summative Questions: Is the child living in a home that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in a safe, appropriate, permanent home?

Findings: 52% of cases were within the acceptable range (4-6).

Permanence Distribution
71 cases
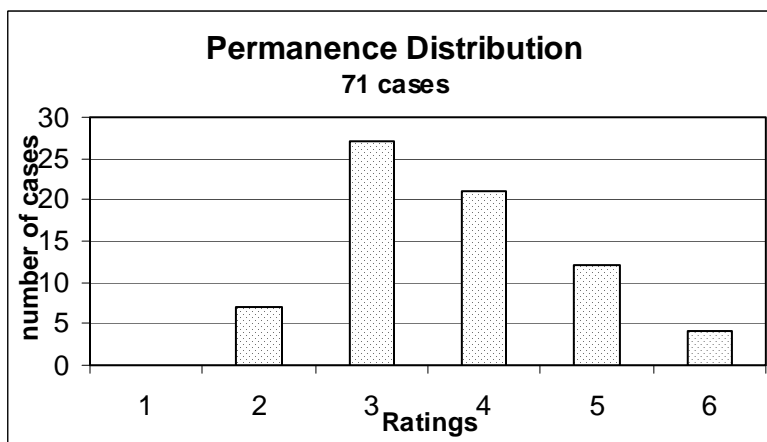
Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

Findings: 93% of cases were within the acceptable range (4-6).

Physical Well-being Distribution
71 cases
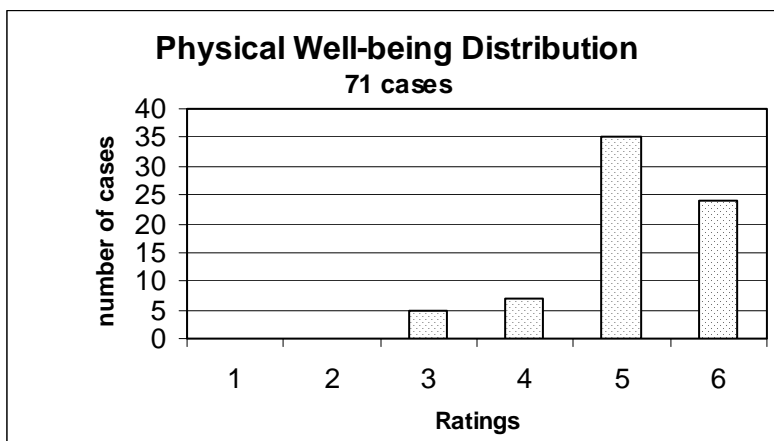
Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well, emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 86**%** of cases were within the acceptable range (4-6).

Emotional Well-being Distribution
71 cases
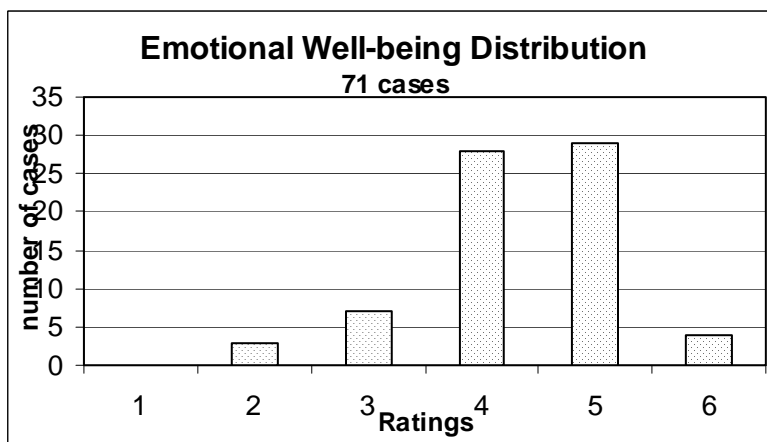
Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/ her age and ability? Note: There is a supplementary scale used with children under five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

Findings: 90% of cases were within the acceptable range (4-6).

Learning Progress Distribution
71 cases
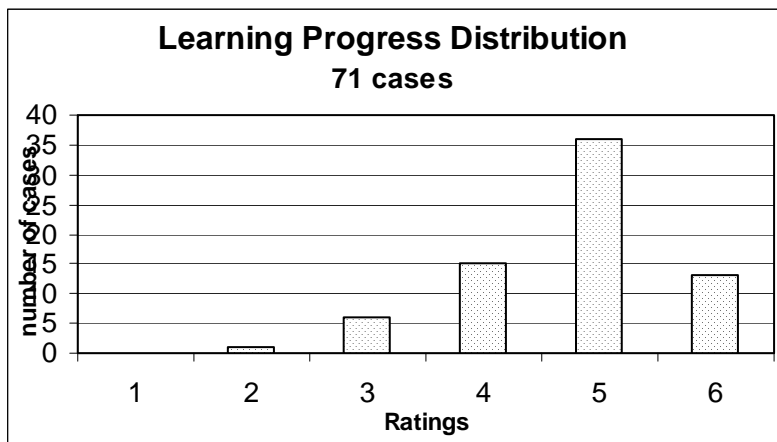
Caregiver Functioning

Summative Questions: Are the substitute caregivers, with whom the child is currently residing, willing and able to provide the child with the assistance, supervision, and support necessary for daily living? If added supports are required in the home to meet the needs of the child and assist the caregiver, are these supports meeting the need?

Findings: 98% of cases were within the acceptable range (4-6).

Caregiver Functioning Distribution
50 cases
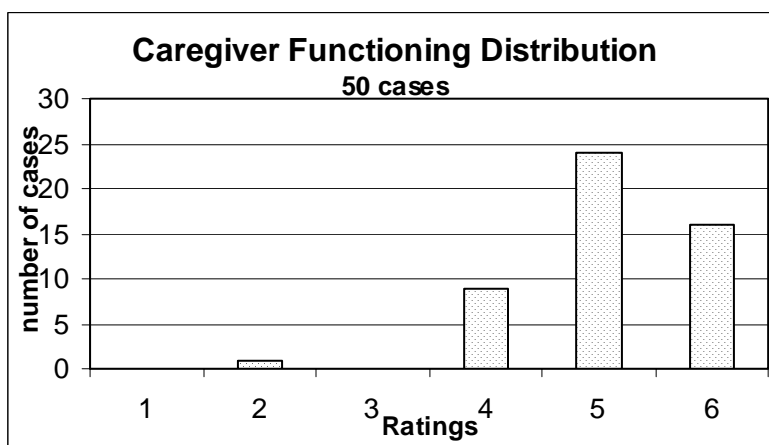
Family Functioning and Resourcefulness

Summative Questions: Does the family, with whom the child is currently residing or has a goal of reunification, have the capacity to take charge of its issues and situation, enabling them to live together safely and function successfully? Do family members take advantage of opportunities to develop and/or expand a reliable network of social and safety supports to help sustain family functioning and well-being? Is the family willing and able to provide the child with assistance, supervision, and support necessary for daily living?

Findings: 58**%** of cases were within the acceptable range (4-6).

Family Functioning Distribution
36 cases

(bar chart: x-axis "Ratings" 1–6, y-axis "number of cases" 0–15; rating 1 = 0, rating 2 ≈ 2, rating 3 ≈ 13, rating 4 ≈ 13, rating 5 ≈ 7, rating 6 ≈ 1)
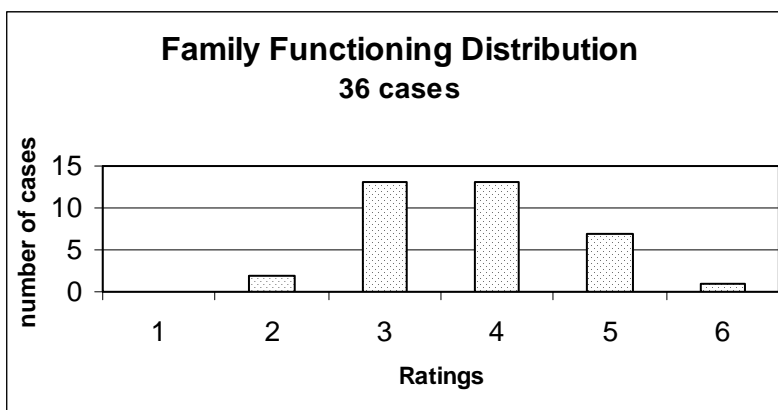
Satisfaction

Summative Question: Are the child and primary caregiver satisfied with the supports and services they are receiving?

Findings: 80**%** of cases were within the acceptable range (4-6).

Satisfaction Distribution
72 cases (1 case na)

(bar chart: x-axis "Ratings" 1–6, y-axis "number of cases" 0–35; rating 1 = 0, rating 2 ≈ 4, rating 3 ≈ 10, rating 4 ≈ 6, rating 5 ≈ 31, rating 6 ≈ 20)
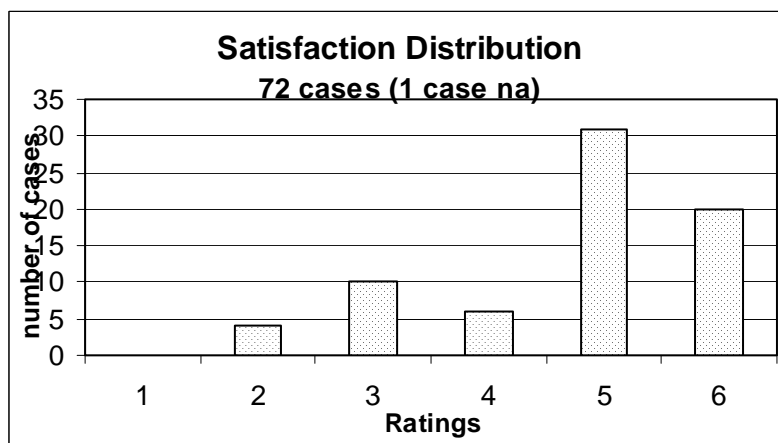
Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review findings determined for the Child and Family Status Exams 1-11, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale detailed above. A special condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a "trump", so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 88% of cases were within the acceptable range (4-6).

Overall Status Distribution
72 cases
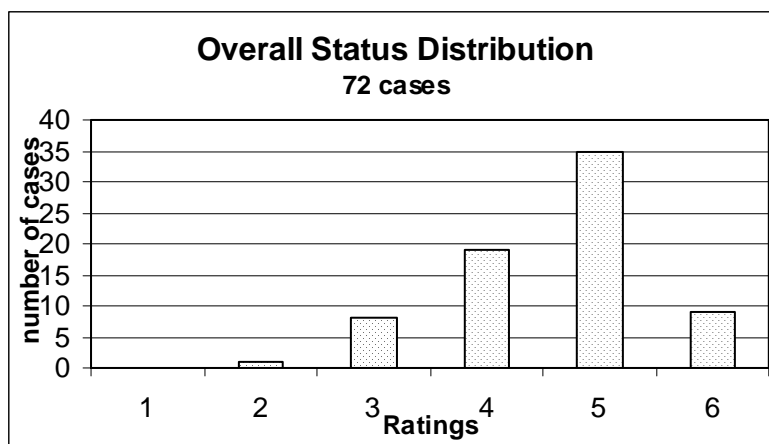
System Performance Indicators

Overall System

Salt Lake Valley Region System
Performance - Combined

	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 70% on **Shaded** indicators / Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	FY04	**FY05 Current Scores**
Child & Family Team/Coordination	57	14	80.3%	36.7%	29.4%	34.7%	54.3%	**78.3%**	**80.3%**
Functional Assessment	37	34	52.1%	26.6%	36.8%	33.3%	54.3%	**71.0%**	**52.1%**
Long-term View	38	33	53.5%	33.3%	36.8%	31.9%	41.4%	**69.6%**	**53.5%**
Child & Family Planning Process	51	20	71.8%	47.6%	30.9%	48.6%	60.0%	**75.4%**	**71.8%**
Plan Implementation	61	10	85.9%	69.6%	67.6%	56.9%	71.4%	**87.0%**	**85.9%**
Tracking & Adaptation	55	16	77.5%	69.0%	54.3%	56.9%	57.1%	**82.6%**	**77.5%**
Child & Family Participation	57	14	80.3%	64.3%	50.0%	44.4%	62.3%	**78.3%**	**80.3%**
Formal/Informal Supports	67	4	94.4%	86.7%	76.5%	73.6%	82.9%	**94.2%**	**94.4%**
Successful Transitions	45	21	68.2%	68.6%	52.9%	49.3%	63.8%	**80.6%**	**68.2%**
Effective Results	58	13	81.7%	73.2%	64.7%	66.7%	72.9%	**88.4%**	**81.7%**
Caregiver Support	47	4	92.2%	92.0%	88.1%	91.1%	97.9%	**97.7%**	**92.2%**
Overall Score	**59**	**12**	83.1%	**47.6%**	**52.9%**	**48.6%**	**58.6%**	**85.5%**	**83.1%**

Qualitative Case Review Findings—Review Conducted December 2004 and March 2005

Child/Family Team and Team Coordination

Summative Questions: Do the people who provide services to the child/family function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination and continuity in the organization and provision of service across all interveners and service settings? Is there a single point of coordination and accountability for the assembly, delivery, and results of services provided for this child and family?

Findings: 80% of cases were within the acceptable range (4-6).

Service Team/Coordination Distribution
71 cases
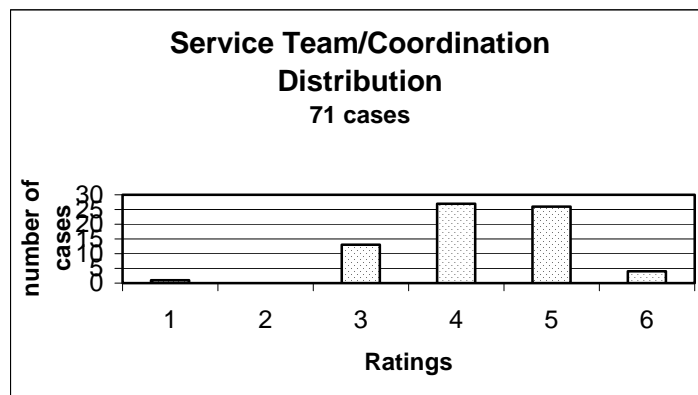
Functional Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified though existing assessments, both formal and informal, so that all interveners collectively have a "big picture" understanding of the child and family and how to provide effective services for them? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings 52% of cases were within the acceptable range (4-6).

Functional Assessment Distribution
71 cases
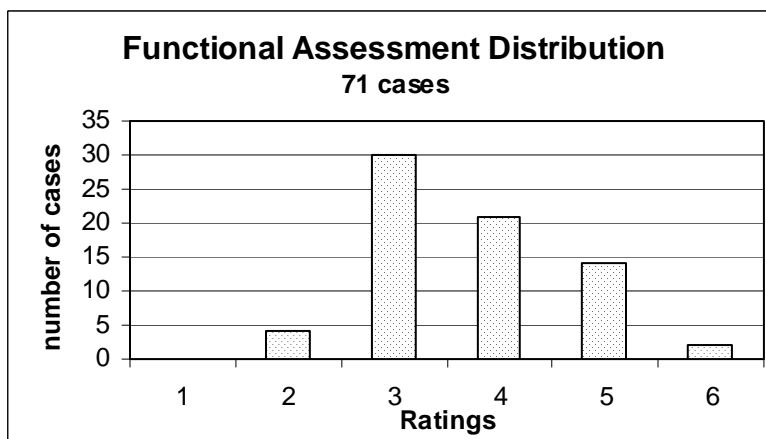
Long-Term View

Summative Questions: Is there an explicit plan for this child and family that should enable them to live safely without supervision from child welfare? Does the plan provide direction and support for making smooth transitions across settings, providers and levels or service?

Findings: 54% of the cases were within the acceptable range (4-6).

Long-term View Distribution
71 cases
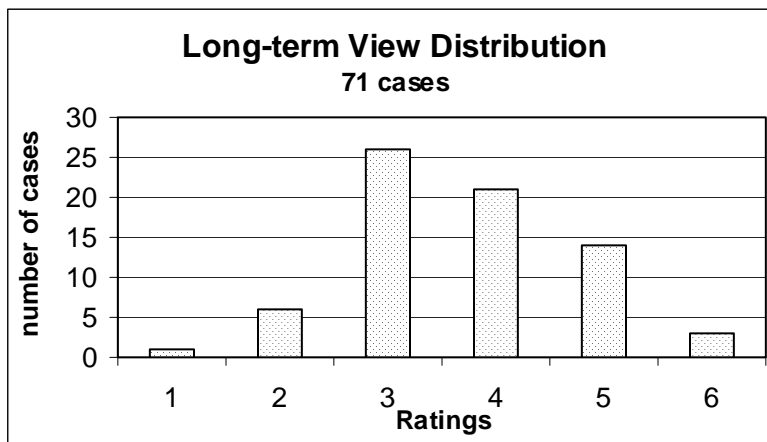
Child and Family Planning Process

Summative Questions: Is the service plan (SP) individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

Findings: 72% of cases were within the acceptable range (4-6).

Service Planning Distribution
71 cases
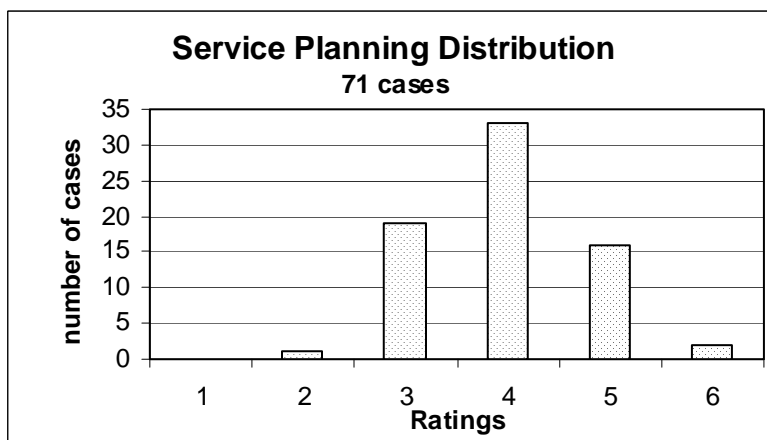
Plan Implementation

Summative Questions: Are the services and activities specified in the service plan for the child and family, 1) being implemented as planned, 2) delivered in a timely manner and 3) at an appropriate level of intensity? Are the necessary supports, services and resources available to the child and family to meet the needs identified in the SP?

Findings: 86% of cases were within the acceptable range (4-6).

Plan Implementation Distribution
71 cases
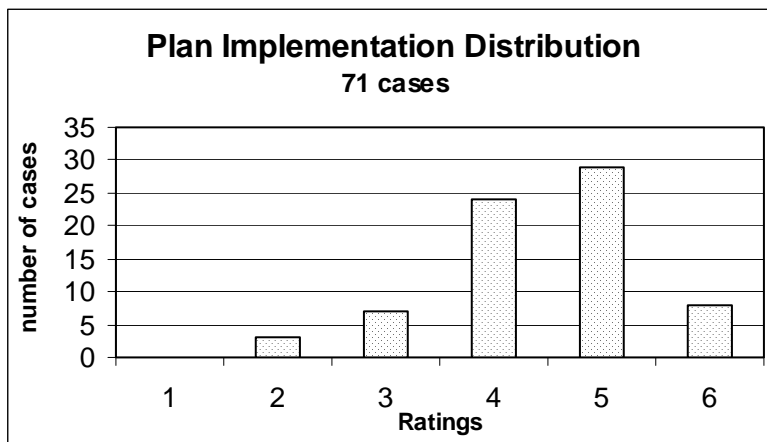
Child/Family Participation

Summative Questions: Are family members (parents, grandparents, and stepparents) or substitute caregivers active participants in the process by which service decisions are made about the child and family? Are parents/caregivers partners in planning, providing, and monitoring supports and services for the child? Is the child actively participating in decisions made about his/her future?

Findings: 80**%** of cases were within the acceptable range (4-6).

Child/Family Participation Distribution
71 cases
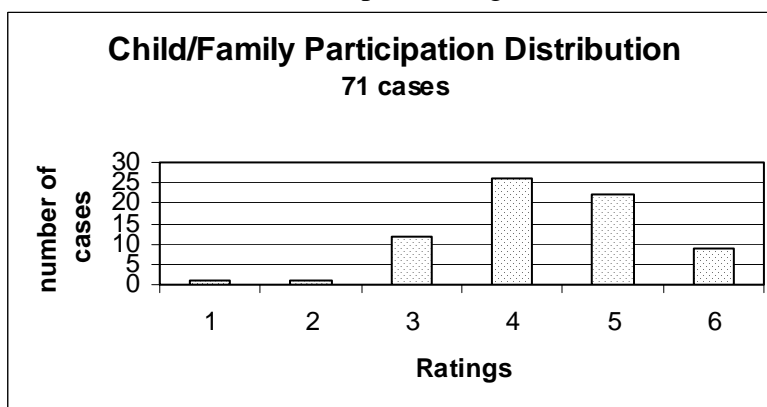
Formal/Informal Supports

Summative Questions: Is the available array of school, home and community supports and services provided adequate to assist the child and caregiver reach levels of functioning necessary for the child to make developmental and academic progress commensurate with age and ability?

Findings: 95% of cases were within the acceptable range (4-6).

Formal/Informal Supports Distribution
71 cases
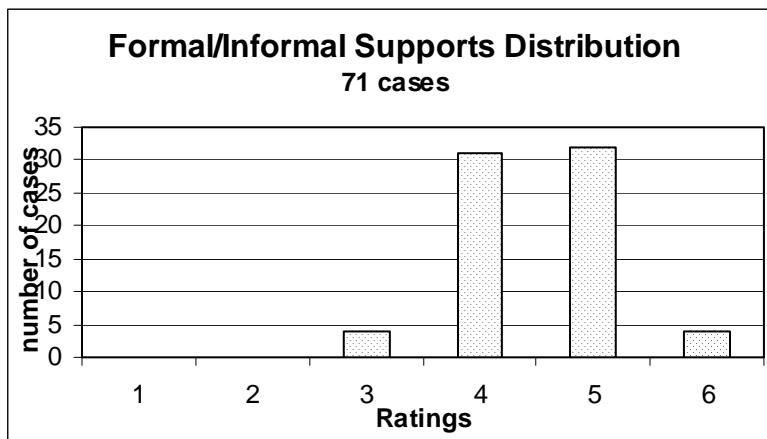
Successful Transitions

Summative Questions: Is the next age-appropriate placement transition for the child being planned and implemented to assure a timely, smooth and successful situation for the child after the change occurs? If the child is returning home and to school from a temporary placement in a treatment or detention setting, are transition arrangements being made to assure a smooth return and successful functioning in daily settings following the return?

Findings: 68% of cases were within the acceptable range (4-6).

Successful Transitions Distribution
66 cases
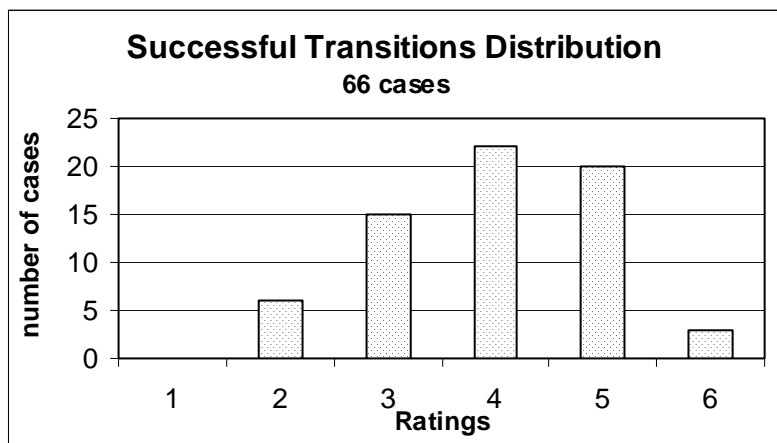
7

Effective Results

Summative Questions: Are planned education, therapies, services and supports resulting in improved functioning and achievement of desired outcomes for the child and caregiver that will enable the child to live in an enduring home without agency oversight?

Findings: 82% of cases were within the acceptable range (4-6).

Effective Results Distribution
71 cases

Ratings vs number of cases:
- 1: 0
- 2: 4
- 3: 9
- 4: 23
- 5: 28
- 6: 7
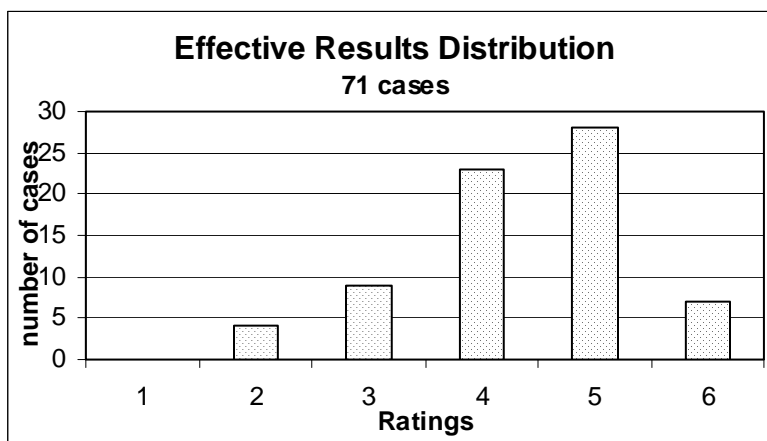
Tracking and Adaptation

Summative Questions: Are the child and caregiver's status, service process, and results routinely followed along and evaluated? Are services modified to respond to the changing needs of the child and caregiver and to apply knowledge gained about service efforts and results to create a self-correcting service process?

Findings: 76% of cases were within the acceptable range (4-6).

Tracking & Adaptation Distribution
71 cases

Ratings vs number of cases:
- 1: 0
- 2: 3
- 3: 13
- 4: 21
- 5: 29
- 6: 5
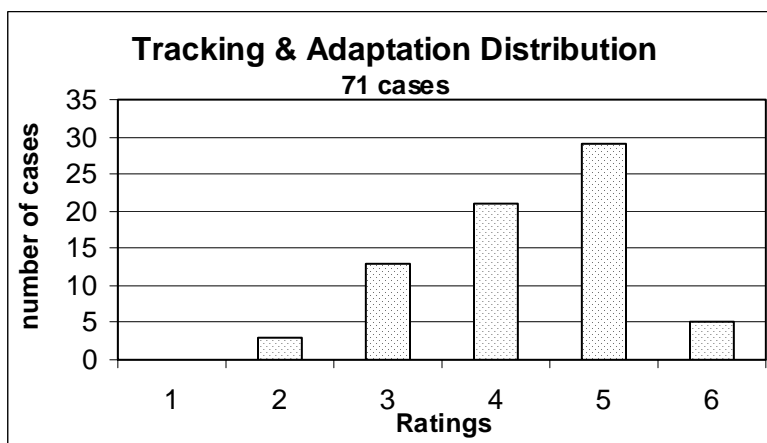
Caregiver Support

Summative Questions: Are substitute caregivers in the child's home receiving the training, assistance and supports necessary for them to perform essential parenting or caregiving functions for this child? Is the array of services provided adequate in variety, intensity and dependability to provide for caregiver choices and to enable caregivers to meet the needs of the child while maintaining the stability of the home?

Findings: 92**%** of scores were in the acceptable range (4-6).

Caregiver Support Distribution
51 cases

number of cases vs Ratings
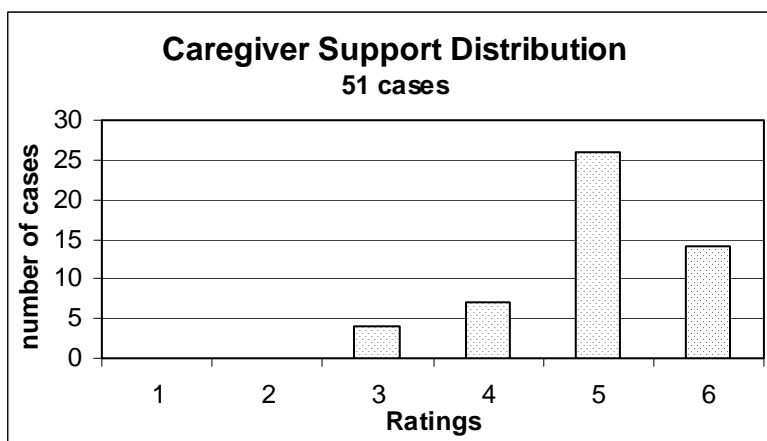
Overall System Performance

Summative Questions: Based on the Qualitative Case Review findings determined for System Performance exams 1-11, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance for a child.

Findings: 83**%** of cases were within the acceptable range (4-6).

Overall Score Distribution
71 cases

number of cases vs Ratings
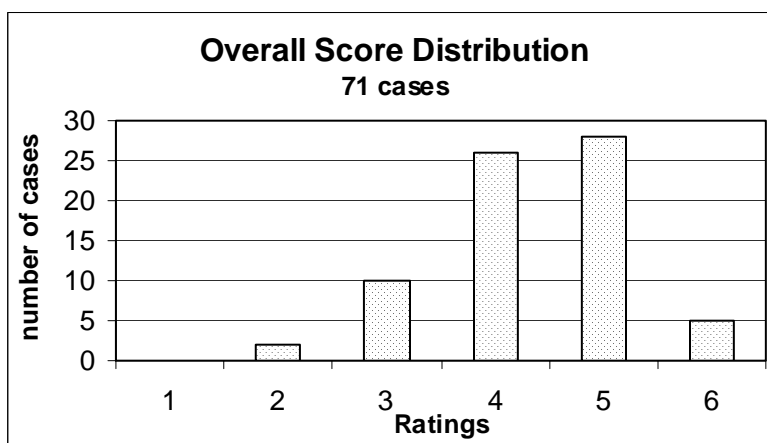
Status Forecast

One additional measure of case status is the prognosis by the reviewer of the child and family's likely status in six months, given the current level of system performance. Reviewers respond to this question, "Based on current DCFS involvement for this child, family, and caregiver, is the child's and family's overall status likely to improve, stay about the same, or decline over the next six months? Take into account any important transitions that are likely to occur during this time period." Of the cases reviewed, 41% were anticipated to be unchanged, 5% were expected to decline in status, and 54% were expected to improve.

Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

Obviously, the desirable result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often, either unusually resilient and resourceful children and families, or children and families who have some "champion" or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

		Favorable Status of Child	Unfavorable Status of Child	
Acceptability of Service System Performance	**Acceptable System Perfomance**	**Outcome 1** Good status for the child, agency services presently acceptable. n=54 76.1%	**Outcome 2** Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n=5 7.0%	83.1%
	Unacceptable System Performance	**Outcome 3** Good status for the child, agency Mixed or presently unacceptable. n=9 12.7%	**Outcome 4** Poor status for the child, agency presently unacceptable. n=3 4.2%	16.9%
		88.7%	11.3%	

Case Story Analysis

For each of the cases reviewed in Salt Lake Valley Region, the review team produced a narrative shortly after the review was completed. The case story write-up contains a description of the findings, explaining from the reviewer's perspective what seems to be working in the system and what needs improvement. The narratives help explain the numerical results presented in the previous chapter by describing the circumstances of each case. Key practice issues identified are discussed below.

Summary of Case Specific Findings

The summary of case specific findings provides selected examples of results and practice issues highlighted in the current review. Some of the results are self-evident or have been stable at an acceptable level and will not be addressed in detail; so only selected indicators are discussed below.

Child and Family Status

Safety

Safety scores declined in this review, compared to reviews since FY 04. In FY 04, safety scores were 95 % and in FY 05 they were 89%. Eight cases were considered to have unmanaged safety risks. For example, one reviewer wrote, "Safety at this time is a serious concern. Child's current level of supports has been inadequate to manage her high-risk behaviors. Restrictive placements have been temporary at best. Without long-term structure to assess drug abuse treatment and mental health diagnoses, she continues to place herself at risk. In the past 17 months she has gone AWOL a total of five times and has been in 15 placements"

Another stated, "Safety is a concern in this case. Although there are safety plans in place, (the child) and mother do not appear to understand why they need to be followed….The child poses a risk to the other children he comes into contact with because he is not being closely supervised."

Almost 89 % of cases were considered safe. A reviewer wrote, "There has not been any safety concern for many months. During that time she has only been tardy for school a couple of times and the home in which she lives does not appear to present any safety issues." Another stated, "The children are safe and appear to be resilient. They have survived their birth-family's impairments and lifestyle with many assets."

Stability

Stability performance declined considerably from prior years. For example, performance was at 83% last year, with this year's performance at 56%. Several case examples illustrate the instability found, such as, "In less than two years (the youth) has been in at least twelve placements including shelter and detention." And "It is notable that in a 10 month period child experienced 16 moves, all attributed to his own acting out."

Instability in a child's life isn't limited to placement changes, as the next case illustrates. "Child has experienced a multitude of transitions since she came into custody with the state. She has moved placements four times and has transitioned caseworkers four times and is expecting another caseworker transition shortly since her current caseworker is leaving. She has also had a variety of therapists." Changing workers can be as dislocating as changing placement settings in some cases.

One case illustrates the challenges in balancing the benefits of specialized placements with a built in move, with the story noting, "The GAL also mentioned the potential for stepping child down from this home to a different, less structured foster home. While this may be a legitimate financial consideration, it does not contribute to stability and permanence for this child."

In a case where another move seemed inevitable, the reviewer stated, "Since this is (the child)'s fifth placement and it is expected that (the child) will be moving to a sixth placement within the next month, her stablitiy is extremely low. The next placement was picked based on the foster parent's experience with youth with problems similar to (the child)'s and her ability to "never give up." However, based on (the child)'s history it is expected that this placement will distrupt without a clear plan as to how to prevent a disruption. The current plan lacks specific detail other than (the child) is expected to return to the placement if she awols." This case clearly identifies the need to carefully match placement settings to child needs.

The regions had greater success with stability in the past and some cases did have stable placements, such as the following case. "This child has had the same caseworker, proctor home and therapist for several years and will have the same teacher for the next two years." Similarly, another reviewer found, "(The child) is stable in the current placement. Foster mother has said that she will care for him for as long as necessary. He is the only foster child in the home. (The child's) needs are so great that he needs 24/7 supervision which the foster mother is quite willing and able to give. Her agency offers her respite which she takes advantage of once each week."

A significant number of children without stability were older children with emotional/behavioral challenges. Insufficient functional assessments and long-term-view were factors in these stability challenges.

Appropriateness of Placement
Placement appropriateness status was high at 96%, consistent with past years. In a home based case, the reviewer found, "The child is in his own home and school where he is supported by his family and the educational system." In the case of a child with behavioral needs, stability was achieved by, "(The child) has been placed in a proctor home with generally well-trained proctor parents who have been able to work with him through some severe behavioral issues to maintain the placement for 3.5 years…"

Permanency
Like stability scores, permanency scores declined significantly since FY 04, from 77% to 52%. Assessment and long-term view were impediments to greater progress toward permanency in a number of these cases.

In several cases where urgency about permanency seems lacking, the reviewers observed, "(The youth's) stability is minimally acceptable at this point in time; however, due to the continuing uncertainty about the actual plan and the continued assessment of adoption/guardianship issues, prospects for permanence are inadequate." Another found, "Along with the long-term view, permanency for (the youth) remains inadequate. Despite DCFS recruitment efforts through the adoption exchange, he remains in a temporary placement after almost three years in care…Although the team continues to consider options, finding a permanent home for him remains uncertain."

Another wrote, "Child's proctor home placement was understood by the proctor parents to be a "step down" placement to prepare him for an adoptive placement. Child's caseworker understood that the proctor parents were willing to serve as child's guardians. The result is that 3.5 years later neither child's proctor parents nor child's mother is willing to commit to the provision of a permanent home for him, and there is no alternative plan for permanency in place." And a similar case was described as, "(The child) has been in care since 2001. Permanence has not been achieved in a timely manner and the present placement is not viewed as a permanent home. Reunification may be possible, but is still viewed by the team as a one-to-two-year time line to accomplish."

In a case where permanency moved very quickly, the reviewer stated, "This case is an almost textbook perfect example of good casework. The period of time from removal to finalization of the adoption was just under one year. The Termination of Parental Rights trial was held at the seven-month mark."

Emotional Well-Being
Emotional well-being status was at 86%, which is commendable. There were several examples of good practice that contributed to stability, such as, "This child's emotional well-being is an area where he has struggled in the past, but also an area where great strides in improvement have been made through a combination of proper medications, appropriate placement in school and consistency in mental health service providers." Similarly, a reviewer wrote, "(The child's) emotional wellbeing and stability have improved significantly since he began receiving treatment at the village. His therapists and classroom teacher describe him as appropriate with his peers and adults. The teacher and therapists believe he is capable of completing high school and attending college. His successful graduation from the village treatment program means he is eligible for scholarship funding to attend college in Utah."

While cases not making progress on emotional well-being were in the minority, the following examples reflect the impact of such status on children and youth. "Although full physical and mental health assessments are completed after (the youth) returns from an AWOL episode, she continues to struggle with increased drug abuse, eating disorders, high-risk sexual situations, and

mental health issues. These activities and behaviors continue to contribute to the decline of (the youth's) physical health as well as her behavioral and emotional well-being. She continues to be unstable in her special treatment settings and does not appear to be making progress."

"The level of supports necessary to improve his emotional well-being are currently inadequate. The child did not connect with the previous therapist nor has he with the new one. The decision to change therapists did not seem to have been a decision based upon information sharing and thoughtful consideration of all the issues."

Learning Progress
Learning progress was high at 90%, slightly improved from last year. For example, a reviewer found, "The child is on grade level and has potential for excellent academic performance. DCFS has monitored school performance and recognized his efforts." It is clear that DCFS is paying attention to school issues. One issue that arose, as it has occasionally, is the use of youth in custody classroom settings for children placed in foster care. It is difficult to see how some children would not feel stigmatized by such a visible distinction. This setting bears examination and at least careful assessment before children are placed in them. For example, "(The youth) is not participating in any extracurricular activities at this time. He feels embarrassed to be placed in the youth in custody program and is anxious to be mainstreamed." The youth was performing well in school.

Family Resourcefulness
Family resourcefulness scores at 58% were significantly lower than in 2004. There were significant numbers of parents in the review not making sufficient progress toward independence. As one reviewer stated, "The family is not at a point to take control of family issues and assume responsibility for its own needs, either emotionally or financially."

In contrast, a reviewer wrote about another family, "The parents appear to have realized quickly the situation they had gotten themselves into and that they needed to make changes quickly to get their son home. They made quick progress and maintained it consistently. Their dedication was evident and apparently never wavered."

The lags in this indicator may explain some of the difficulties the region is having with permanency.

System Performance

Child and Family Teaming/Coordination
Performance in this domain had improved from 78% last year to 80% this year. Teaming improvements have been constant in this region. Several cases illustrate this strength, such as, "Both sets of foster parents have been active participants in team meetings, which have been held approximately quarterly. Meetings were held in conjunction with major events such as preparing to transition the case from Northern region to Salt Lake Valley Region, preparing for trial home placement and assessing the DV incident.   A DV specialist was added to the team after the incident."

Another good example includes, "Mother was empowered to be a partner in her case process. She verbalized participating in the development of the service plan at the CFTM. She knew what her service plan was…. (The caseworker) translated the service plan into Spanish so the mother would be able to read it on her own." Also, a reviewer found, "There is a strong team of people who have been there for this child. Her proctor family has been remarkable in meeting her needs and providing the right level of structure and choices. The proctor parents have worked on their relationship with mom and have modeled good parenting to her." Similarly, a reviewer wrote, "In case where lack of continuity is negatively impacting outcomes, a reviewer found, "Child reports that she was unhappy that she had to change therapists when her placement disrupted. She reported to the reviewers that she had worked through many issues related to being abandoned and this information was not passed on the new therapist. She refused to start over with him. The therapist and the teacher verified this information."

One case illustrates the need for a broader team. "Had there been a functioning child and family team that included these professionals, a number of problems could have been avoided. For example, there had been difficulty in getting certain medical appointments scheduled, coordinating certain services, and making sure that with all the placement moves, health care needs and follow up did not fall through the cracks. Of particular concern were failure of (the youth) to receive appropriate supervision to see that dental hygiene practices that are critical for anyone who has braces were followed. Had the health nurse been participating in child and family team meetings she would have been able to make sure that everyone understood what needed to occur and would have helped coordinate and monitor the services."

The area most needing strengthening is the full inclusion of all team members.

Functional Assessment
Perhaps the most challenging practice issue facing the Salt Lake Valley Region is the functional assessment. Performance for this year declined from 71% last year to 52% this year. Many staff continue to see the assessment process as an issue of form and compliance, not as the basis for all planning and intervention with families. There were multiple examples of the difficulties this posed for the team, such as, "It became clear…that there was not a clear picture of the underlying concerns and needs of this child shared among team members. The team seemed to lack any consistent understanding of the reason for involvement with this child and her family and what needed to change in order for her to live safely in a permanent lasting relationship with a family or network of supportive adults."

"The functional assessment was lacking in the area of culture given the fact that when asked about ICWA ties both the child and her biological mother identified that there was Native American heritage from both sides of the child's family."

"Mom reported being frequently depressed. She reported having down days when she could not get out of bed. At the time of the review, this issue was not yet addressed and she was not on medication."

"Team members had different understandings of the needs of (the youth). Some felt he had ADHD, some said ODD, one said he had an anxiety disorder. His teacher felt that he did not have any mental health diagnoses or ADHD. His therapist was not aware that he was no longer taking any medication."

The functional assessment is at best a garbled document, most likely the result of the format expected by the agency….Team members individually have their own specific knowledge of (the child), but those individual pictures of the child are not compiled into a complete and detailed knowledge."

Reviews of written functional assessments reflect great difficulty among staff in developing needs based assessments. Many services described as required were defined as needs, indicating a lack of the distinction between the two.

Yet there were examples where the team had a view of functioning that had both depth and breadth, which translated into effective understanding and planning. For example a reviewer found, "It is evident that an ongoing and accurate functional assessment helped get to the bottom of child's underlying needs, which has resulted in an appropriate placement where child has been able to progress. The functional assessment is also guiding transition planning, future services and the long-term view."

Child and Family Planning
Child and family planning improved from 78% last year to 80% in 2005. Teams were often involved in the planning process, as the teaming stories and scores indicate. Two examples illustrate good work in this regard. "The continuation of the therapist seeing (the child) after her change of jobs has brought a lot of favorable results to this case. This provided him with some stability at a time when everything else in his life was changing."

"The case plan further incorporates the needs of his current caregivers to be effective and proficient in assuring him of his continued stability in their home. The team uses 'individualized contracting' to maintain (the youth) in a less restrictive setting. This further highlights the agency's willingness to move beyond categorical service delivery to enhance his stability."

In two other cases, the family experience reflects a lack of measurability in plans and inattention to strengths and needs.

"The written plan for the child lacks sufficient specificity and measurability to give clear direction to the service process. Because the plan is so non-specific, it was difficult to tell if the plan had really been effectively implemented."

"The functional assessment is only a cursory look at the strengths and needs of the family and has not been adequately developed to insure that appropriate services were delivered. The service plan seems to have been copied from the precious one with very few modifications."

Long Term-View
Long-term view performance parallels that of assessment, its partner domain. Scores in 2005 fell from 70% to 54%. The lack of a solid understanding of the family's strengths and needs in the assessment process makes the achievement of a long-term view of the case practically unachievable.

Reviewers identified several examples of the challenge of developing a long-term-view, such as, "Although the team/family reports that they understand the plan encompasses the big picture or long-term view (LTV) of stabilizing the family so (the child) and her mother can remain together, the view is likely to be unsuccessful without Valley Mental Health being a part of the team. The LTV includes safety and supervision of (the child) and continued long-term mental health services for (the youth) through Valley Mental Health. Although the LTV includes VMH, VMH has not been a part of the team."

Another wrote, "Team members who support attempting reunification appear to be doing so because they feel a legal obligation or a moral obligation to give mom one more chance, not because they believe it will succeed." A third reported, "The long-term view was not achieved, as we must assess the completeness of the hand-off to the guardian. The lack of reviewing key items with the guardian to try to ensure specific follow through on the most salient of concerns was not achieved. Reliance on the good work of the guardian made it too easy to forego such an effort."

Another example included, "The uncertainty of what (the youth's) future holds makes the long-term view also unacceptable. The team has met to discuss future goals and come up with some plans, but the most recent events throw these plans up in the air. (The youth's) complex mental disorder may make future planning very difficult until the right treatment approach and medication combination provides lasting results."

And in a final example of limited long-term views, reviewers stated, "The long-term view of this case is partially unacceptable. There doesn't appear to be a good understanding of what is meant by the term "long-term view." All of the planning so far has focused on the "here and now." There did not appear to be any planning focused on what it is going to take to assist (the youth) in living independently and self-sufficient from DCFS services. Due to (the youth's) developmental and intellectual disabilities, he has been identified as needing to access DSPD services. However, there has not been a plan put in place for the "meantime," while he waits to obtain DSPD services or what the "plan" is if he does not qualify for DSPD services. Also, (the youth's) next age appropriate transitions, puberty and attending Jr. High School, had not yet been identified.

However, there were some cases where the long-term view was achieved, such as, "There has been a clear long-term view for this case since the goal changed and termination of parental rights began, which is adoption by the foster parent. The Division considered the steps needed to achieve that goal and has proceeded steadily toward achieving it. The team has a common view of the desired future for these children."

Tracking and Adaptation

Tracking and adaptation performance dropped somewhat compared to the 2004 review, to 76 %. In most cases, however, tracking was acceptable and effective, in one case the reviewers found, "The child and family team meets every three months as well as upon the request of individual team members to review progress, to address emerging issues, and to adjust services and supports as needed."

In another, "The reviewers were impressed by the ongoing tracking and adaptation of the plan. The reviewers saw evidence of creative interventions to promote child's involvement in activities, social development and natural talents."

In a third case where performance needed improvement, the reviewer wrote, ""Progress with the treatment goals was inadequately tracked and not changed when needed. Inadequate therapeutic intervention has gone on well over a year without significant progress."

Summary

In a number of key status areas (permanency, family resourcefulness) and system performance areas (assessment, long-term view) the regional performance declined compared to last year. These issues have been addressed in the preceding sections. One additional area surfaced which reflects a pattern observed in reviews in Salt Lake and other regions in past years. Reviewers have noted what seems to be a high number of prior substantiated and unsubstantiated reports of abuse and neglect in many of the cases reviewed. These cases generally don't have significant system involvement, the case is either closed or not opened (if unsubstantiated) and months later there is a subsequent report or reports.

In the Salt Lake Valley Region in 2005, based on the information provided in the written QSR reports, the following pattern is revealed.

Prior Report Range	Number of Prior Reports 05 Review *
1 – 3 reports	29
4 – 8 reports	25
9 – 12 reports	8
12 + reports	4

* The manner in which cases were listed makes these numbers somewhat approximate, but proportionally accurate.

While a few case stories did not address prior reports, among those that did, 56% had four or more prior reports, indicating at least that there were family challenges that were reoccurring. Such data invite further inquiry about the depth of investigative examination and assessment of risk, safety and family functioning and/or the decisions that are made about which cases rise to the level of reportable abuse and neglect. Suggestions for following up on these data will be addressed in the recommendations section.

VIII. Recommendations for Practice Improvement

At the conclusion of the week of Qualitative Case Reviews, the review team provides regional staff its impressions regarding practice development needs that were observed during the review. While these impressions do not have the benefit of an analysis of the aggregate scores of practice trends in all cases, the feedback is useful in quickly interpreting what was learned. The impressions collected at the exit conference, coupled with the opportunity to analyze the aggregate scores suggested the following practice development opportunities and recommendations:

Practice Development Opportunities

Recommendations
Recommendations were developed in a conversation between the reviewers and regional staff during the exit conference. Some of the recommendations were proposed by the reviewers and others were contributed by administrative, supervisory, and line staff from the region. To respect the contributions of regional staff, their recommendations are presented separately.

QCR Review Team Practice Improvement Recommendations

Teaming
- o Improve participation of informal supports by providing more preparation. Improve participation of professional partners by providing notice of meetings farther in advance.
- o Improve skills and increase expectations for engaging difficult parents, children with disabilities, extended family members, and significant partners such as education.

Planning
- o Include support for kinship when doing concurrent planning during reunification. Provide support and services to kinship placements equivalent to those provided for foster parents.
- o Update the Plan as the circumstances of the case change.

Functional Assessment and Long-Term View
- o Connect the knowledge of the team and the written functional assessment. Key pieces of knowledge should flow from the assessment process into the knowledge of the team.
- o Identify underlying needs and link assessment to planning and the long-term view.
- o Identify priorities from the assessments so that the most critical needs don't get overlooked.

System Barriers Identified
- o Children who come into DCFS custody who were not abused or neglected are not well-matched to the mission of the Division.
- o Loss of Medicaid coverage when children are in custody but living at home.
- o Stigmatism of segregated classrooms for YIC clients.

- o Lack of cooperation between regions.
- o Loss of services to DSPD clients if the child is adopted or if guardianship is taken. Perception that children can only get services from DSPD if they are in custody; they are not available to home-based clients.
- o Health Care nurses feel underutilized as team members.
- o Licensing process is not very accommodating to the clients who are working.
- o Community partners not having an understanding of the Practice Model, LTV, etc.

Team Recommendations
- o Provide in-service training for assessments and long-term view. Use the tools that are successful in other regions.
- o OSR will provide a document that gives the reviewers' perspective of the Functional Assessment and the Long-term View.
- o Remember that teaming is a process, not an event.
- o Improve engagement skills by:
    - Identifying staff who have strong engagement skills
    - Providing mentoring on how to engage challenging families and children
    - Using family preservation workers and clinical staff to help engage difficult clients
    - Focusing supervisors on cases where the family is not part of the team
    - Understanding the importance of maintaining engagement throughout the life of the case

Suggestions for Improvement from the Region
- o Supervisors review the team meeting minutes, the functional assessment and the plan at the same time.
- o List the risks. Differentiate between concerns and risks.
- o Solicit the most information by asking questions in different ways.
- o Keep long-term goals in mind when doing crisis management.
- o Periodically revisit the nuances and objectives of the case because there are so many things to remember.
- o Create more flexibility in the Service Plan and Functional Assessment templates on SAFE.
- o Partner with legal stakeholders to help them understand the Practice Model.
- o Allow family to participate fully; this may improve satisfaction.
- o Address how to handle dissent within the team. Resolve differences of opinion among team members.

Overall Review Recommendations
Like the other regions, the Salt Lake Valley region has shown improvement in past years. In 2004, it met exit standards for the QCR. However this year, status and performance declined in several areas, suggesting that the depth of practice change has not been significant enough to be sustained over time. This decline in performance illustrates the importance of a sustainability standard, to insure that organizational change will be maintained.

The recommendations of the team and region have value for future planning and the following section places those strategies in several general categories.

1. Mentoring

The level of turnover in the region, with attendant significant numbers of caseworkers without sufficient experience in the field, underscores the need to fully complete the mentoring design, training and implementation. This element of the Milestone Plan should get urgent attention. The training design of the region is sound in its delivery of training before workloads are assumed, but the mentoring provided is less formal and structured. The mentoring initiative for new staff should give special focus to assessment, long-term view and individualized case planning. Attention is needed to operationalizing the strengths/seed approach to practice.

2. Training

It is clear that existing staff needs help with assessment and the long-term view, both of which directly impact permanency and family resourcefulness, status indicators that are also lagging. In-service training and supervisory coaching should be provided to experienced staff on these practice elements, within the context of permanency and strengthening of families, including kin.

3. SAFE

Complete what is said to be an effort to revise the functional assessment module on SAFE so it is more responsive to the needs of practitioners.

4. Quality Assurance

It is risky for this and other regions to wait for the annual QCR review to determine the level of performance of the region. There should be intermediate attention to the quality of practice to permit developmental work to be completed before reviews, not after them. The Division should develop tools for supervisors, state office consultants, trainers and clinical consultants to use to assess areas of practice that present challenges. These could be short of a full QCR, but should examine the quality of assessment and long-term view and teaming (especially the full utilization of all team members, including informal supports).

In addition, work is needed to assist the local QA committee to become a functional QA entity. It appears that their current role is largely perfunctory and not a useful support for the region.

5. Special Study

Reference was made under the analysis section to the high number of cases where there were multiple prior reports of abuse and neglect. It is recommended that a statewide special study be undertaking to assess the reason for this pattern. The monitor and DCFS will discuss the details of this recommendation separately.

Appendix

Milestone Trend Indicators

1. Number and percent of Home-Based child clients who came into Out-of-Home care within 12 months of Home-Based case closure. (Data is pulled one year prior in order to look 12 months forward)

	1st QT 2003		2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004		3RD QT 2004		4th QT 2004	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	19	5%	10	3%	7	2%	14	4%	21	6%	21	6%	14	3%	14	4%
Salt Lake	24	4%	15	4%	29	6%	14	2%	33	6%	32	6%	26	5%	29	5%
Western	3	2%	12	8%	13	8%	2	1%	3	2%	3	2%	11	6%	1	1%
Eastern	5	5%	8	9%	6	6%	7	6%	4	4%	3	3%	7	5%	8	5%
Southwest	5	7%	5	7%	2	2%	9	10%	3	4%	2	1%	1	1%	0	0%
State	56	5%	50	5%	57	5%	46	4%	64	5%	59	5%	59	4%	52	4%

2. Number and percent of children in Out-of-Home care who were victims of substantiated allegations of abuse and neglect by out-of-home parents, out-of-home care siblings, or residential staff. Please note that reported abuse may have occurred years prior to the disclosure

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	1	0.32%	3	0.56%	5	0.91%	1	0.12%	3	0.62%	5	0.84%	2	0.31%	5	0.77%
Salt Lake	7	0.61%	1	0.08%	5	0.44%	3	0.19%	5	0.44%	2	0.17%	2	0.16%	0	0.00%
Western	0	0.00%	0	0.00%	3	0.95%	1	0.16%	1	0.30%	3	0.89%	3	0.81%	1	0.61%
Eastern	1	0.32%	0	0.00%	0	0.00%	1	0.58%	1	0.33%	2	0.72%	0	0.00%	0	0.00%
Southwest	1	0.68%	0	0.00%	1	0.59%	1	0.38%	1	0.44%	0	0.00%	0	0.00%	1	0.26%
State	10	0.40%	4	0.16%	14	0.56%	7	0.20%	11	0.43%	12	0.48%	7	0.26%	7	0.26%

3. Number and percent of substantiated child victims with a prior Home-Based or Out-of-Home care case within the last 12 months.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	41	5%	33	5%	44	5%	52	6%	51	7%	65	8%	27	4%	47	6%
Salt Lake	76	5%	76	5%	80	3%	89	6%	74	4%	72	5%	62	4%	75	6%

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Western	7	1%	33	6%	13	3%	15	2%	14	3%	14	3%	27	5%	29	5%
Eastern	17	9%	18	7%	15	9%	17	10%	14	6%	10	7%	13	9%	7	4%
Southwest	8	3%	4	2%	7	3%	15	6%	10	3%	14	6%	13	4%	20	6%
State	149	4%	162	5%	152	5%	188	5%	163	5%	175	5%	141	5%	178	5%

4. Number and percent of substantiated child victims with a prior CPS substantiated allegation within the last 12 months.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	96	11%	112	15%	99	13%	98	12%	119	16%	109	13%	74	10%	95	12%
Salt Lake	151	10%	177	12%	196	12%	234	16%	199	12%	214	14%	200	14%	224	16%
Western	64	12%	80	14%	74	14%	82	13%	59	11%	82	15%	73	14%	87	15%
Eastern	36	20%	32	13%	28	17%	27	16%	49	22%	20	13%	18	12%	23	12%
Southwest	20	7%	33	13%	39	16%	24	9%	46	16%	24	10%	43	13%	64	19%
State	371	10%	435	13%	436	13%	465	13%	472	14%	449	14%	408	13%	493	15%

5. Number and percent of children in care for at least one year that attained permanency through case closure prior to 24 months of custody. (Data is pulled two years prior in order to look 24 months forward)

	1st QT 2002		2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		3rd QT 2003		4th QT 2003	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	17	57%	13	54%	15	56%	18	69%	24	56%	7	39%	19	58%	27	71%
Salt Lake	39	56%	41	55%	46	60%	43	56%	39	56%	23	50%	29	44%	54	59%
Western	14	61%	12	57%	18	78%	16	57%	9	38%	13	54%	23	92%	12	46%
Eastern	5	42%	3	20%	10	50%	10	56%	12	80%	4	19%	6	29%	3	18%
Southwest	12	63%	8	67%	4	80%	4	100%	2	50%	4	80%	6	67%	7	70%
State	87	56%	77	53%	93	61%	91	59%	86	55%	51	45%	83	54%	103	57%

6. Number and percent of children who entered Out-of-Home care who attained permanency through custody termination within one year. (Data is pulled one year prior in order to look 12 months forward)

	1st QT 2003		2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	100	71%	90	83%	107	76%	91	71%	96	70%	77	76%	88	62%	111	69%
Salt Lake	84	55%	70	60%	105	61%	150	62%	95	51%	105	62%	132	61%	130	62%

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Western	44	65%	39	62%	49	65%	17	40%	35	80%	26	53%	30	44%	29	58%
Eastern	30	67%	36	63%	37	64%	35	67%	46	69%	51	69%	22	69%	21	62%
Southwest	9	69%	17	77%	23	72%	14	58%	22	65%	28	74%	34	81%	27	73%
State	267	63%	252	69%	321	67%	307	63%	294	63%	287	67%	306	62%	318	65%

7. Number and Percent of children with prior custody episodes within 6, 12, and 18 months.

		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	6 mos	8	6%	7	7%	13	9%	20	13%	12	9%	16	14%	8	7%	18	12%
	12 mos	18	13%	11	11%	15	11%	30	19%	15	12%	17	15%	15	13%	20	14%
	18 mos	22	16%	15	15%	15	11%	30	19%	17	13%	17	15%	18	15%	22	15%
Salt Lake	6 mos	12	7%	6	4%	13	7%	16	8%	7	4%	13	6%	11	5%	20	10%
	12 mos	16	9%	12	7%	20	10%	17	9%	8	5%	22	11%	17	8%	26	13%
	18 mos	19	11%	19	11%	20	10%	17	9%	3	6%	24	12%	20	9%	30	16%
Western	6 mos	0	0%	0	0%	0	0%	4	8%	3	5%	4	7%	4	5%	1	2%
	12 mos	1	3%	1	2%	3	5%	5	10%	4	7%	6	10%	6	8%	3	6%
	18 mos	1	3%	3	6%	5	8%	5	10%	7	13%	6	10%	7	9%	4	8%
Eastern	6 mos	6	9%	8	11%	2	6%	1	3%	5	12%	2	8%	4	8%	2	4%
	12 mos	8	12%	9	12%	5	15%	3	9%	9	22%	6	25%	5	10%	4	8%
	18 mos	10	15%	13	6%	5	15%	3	9%	9	22%	6	25%	5	10%	5	10%
Southwest	6 mos	1	3%	0	0%	2	5%	2	5%	1	4%	0	0%	0	0%	2	7%
	12 mos	1	3%	0	0%	2	5%	2	5%	2	1%	1	4%	1	2%	3	11%
	18 mos	1	3%	0	0%	2	5%	2	5%	2	1%	1	4%	1	2%	3	11%
State	6 mos	27	6%	21	5%	30	6%	43	9%	28	7%	35	8%	27	5%	43	9%
	12 mos	44	10%	33	8%	45	9%	57	12%	38	9%	52	12%	44	8%	56	12%
	18 mos	53	12%	50	12%	47	10%	57	12%	43	11%	54	13%	51	10%	64	14%

8. Average months in care of cohorts of children in out-of-home care by goal, ethnicity and sex. Workers have 45 days to establish a goal and enter it in SAFE.
Cases that were closed prior to a goal being established are not reported under this trend.

		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
		Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
Adoption																	
	Northern	17	21	20	20	16	19	13	21	15	13	11	17	15	16	23	14

Qualitative Case Review Findings—Review Conducted December 2004 and March 2005

Salt Lake Valley	42	26	55	20	25	21	31	24	23	21	41	24	44	16	48	23
Western	12	17	11	19	8	12	9	10	4	10	6	21	3	41	5	15
Eastern	3	15	6	25	7	18	6	10	4	20	7	12	n/a	n/a	9	16
Southwest	2	16	3	19	8	15	11	9	2	4	4	13	16	19	2	10
State	76	23	95	20	64	18	70	18	48	17	69	21	78	18	87	19

Guardianship

Northern	2	7	3	8	1	4	1	6	n/a	n/a	1	6	n/a	n/a	*See below
Salt Lake Valley	10	26	12	19	4	25	12	13	6	24	10	38	n/a	n/a		
Western	4	16	4	17	1	1	6	19	3	11	2	21	n/a	n/a		
Eastern	4	25	1	12	2	28	1	13	3	34	2	8	n/a	n/a		
Southwest	2	15	2	15	2	8	n/a	n/a	3	3	n/a	n/a	n/a	n/a		
State	22	21	22	16	10	18	20	15	15	19	15	29	n/a	n/a		

Guardianship with Relative

Northern													n/a	n/a	1	17
Salt Lake Valley													7	8	10	11
Western													2	7	2	11
Eastern													2	8	2	11
Southwest													n/a	n/a	n/a	n/a
State													11	7	15	11

> *The Goal "Guardianship" has been obsoleted and replaced with two more descriptive goals of "Guardianship with Relative" and "Guardianship with Non-Relative" in order to define case plans and identify working with relatives.

Guardianship Non-Relative

Northern													n/a	n/a	2	19
Salt Lake Valley													n/a	n/a	2	41
Western													n/a	n/a	n/a	n/a
Eastern													n/a	n/a	1	2
Southwest													n/a	n/a	n/a	n/a
State													n/a	n/a	5	24

Independent Living

Northern	9	34	8	34	6	42	7	18	7	42	2	34	2	83	No longer	
Salt Lake Valley	32	32	15	31	11	34	20	31	9	40	4	30	2	45		
Western	7	37	6	16	2	25	5	24	8	26	1	18	n/a	n/a		
Eastern	9	41	3	59	6	47	12	35	6	16	3	57	n/a	n/a		
Southwest	7	40	2	37	2	72	3	25	1	15	n/a	n/a	n/a	n/a		

Salt Lake Valley Region Report

	1st QT-04		2nd QT-04		3rd QT-04		4th QT-04		1st QT-05		2nd QT-05		3rd QT-05		4th QT-05	
State	64	35	34	32	27	41	47	29	31	31	10	38	4	64		

Individualized Permanency Plan

	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
Northern	11	20	3	5	2	12	10	32	4	41	8	51	12	33	17	43
Salt Lake Valley	6	75	6	37	5	31	7	23	29	43	25	42	29	26	31	50
Western	1	28	5	35	1	80	1	7	5	42	9	40	6	31	9	27
Eastern	2	22	6	61	5	50	8	46	1	6	3	16	5	30	9	42
Southwest	5	16	2	12	0	0	2	40	5	23	6	30	7	26	6	36
State	25	33	22	36	13	39	28	33	44	40	51	40	59	28	72	44

Reunification (Previously Return Home)

	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
Northern	49	10	51	7	35	8	45	6	50	9	29	8	56	10	40	7
Salt Lake Valley	75	10	78	10	77	7	81	8	102	10	87	9	80	8	89	8
Western	9	8	20	7	28	10	29	8	25	8	14	7	20	10	22	7
Eastern	22	6	21	5	18	6	13	6	33	7	24	9	6	13	27	7
Southwest	10	9	11	7	8	15	12	8	30	8	7	4	14	9	11	7
State	165	9	181	8	166	8	181	7	240	9	161	8	176	9	189	7

Average length of stay of children in custody by ethnicity. Data is average number of months.

	1st QT-04		2nd QT-04		3rd QT-04		4th QT-04		1st QT-05		2nd QT-05		3rd QT-05		4th QT-05	
	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
African American																
Northern	13	11	13	5	3	7	3	12	8	10	5	5	4	26	13	7
Salt Lake Valley	9	13	3	10	8	5	14	5	9	21	8	22	11	12	18	14
Western	3	15	2	13	1	7	1	22	3	11	0	n/a	2	23	5	10
Eastern	0	n/a	0	n/a	1	100	1	6	3	7	0	n/a	0	n/a	2	1
Southwest	2	46	0	n/a	0	n/a	1	35	0	n/a	1	2	2	46	0	n/a
State	27	15	18	7	13	13	20	8	23	14	14	20	19	19	38	11
American Indian/Alaska Native																
Northern	7	10	7	5	2	10	5	3	5	9	1	8	12	13	11	4
Salt Lake Valley	13	8	8	23	7	5	7	7	12	16	8	7	11	20	2	12
Western	7	10	3	25	3	13	2	8	5	12	0	n/a	1	8	2	12
Eastern	11	13	8	48	6	40	7	44	6	8	6	33	1	0	9	22
Southwest	0	n/a	4	6	2	12	4	18	1	0	2	11	7	20	3	2

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Salt Lake Valley Region Report

State	38	10	30	23	20	18	25	18	29	12	17	17	32	16	27	11
Asian																
Northern	3	2	3	2	0	n/a	0	n/a	0	n/a	1	1	1	1	2	4
Salt Lake Valley	4	51	1	44	2	21	7	11	3	9	1	6	0	n/a	5	15
Western	1	36	0	n/a	0	n/a	0	n/a	1	47	0	n/a	0	n/a	0	n/a
Eastern	0	n/a	0	n/a	1	6	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Southwest	0	n/a	0	n/a	1	4	0	n/a	0	n/a	1	2	0	n/a	0	n/a
State	8	31	4	13	4	13	7	11	4	19	3	3	1	1	7	12
Caucasian																
Northern	118	10	99	9	90	9	123	8	108	9	78	11	112	11	99	14
Salt Lake Valley	159	20	173	15	140	11	155	14	164	17	170	18	181	12	182	17
Western	29	17	41	14	40	11	53	9	39	15	35	18	34	15	33	14
Eastern	44	13	35	12	35	14	35	18	42	11	40	9	20	14	44	12
Southwest	30	15	18	13	26	13	26	8	46	9	17	14	35	13	16	18
State	380	15	366	13	331	11	392	11	399	13	340	15	382	12	372	15
Hispanic																
Northern	44	3	32	5	27	5	44	3	32	5	27	5	37	8	41	13
Salt Lake Valley	48	12	63	10	53	13	48	12	63	10	53	13	62	10	65	10
Western	12	9	7	10	2	1	12	9	7	10	2	1	5	8	6	16
Eastern	4	20	6	9	8	6	4	20	6	9	8	6	8	21	13	10
Southwest	7	8	17	8	1	9	7	8	17	8	1	9	1	15	0	n/a
State	115	8	125	8	91	10	115	8	125	8	91	10	113	10	125	12
Cannot Determine																
Northern	0	n/a	4	19	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Salt Lake Valley	3	19	1	10	0	n/a	0	n/a	1	1	0	n/a	0	n/a	0	n/a
Western	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Eastern	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Southwest	1	1	0	n/a	0	n/a	2	3	0	n/a	0	n/a	0	n/a	0	n/a
State	4	19	5	17	0	n/a	2	3	1	n/a	0	n/a	0	n/a	0	n/a
Pacific Islander																
Northern	0	n/a	2	<1	0	n/a	0	n/a	0	n/a	1	38	2	13	2	9
Salt Lake Valley	3	10	4	11	1	13	2	16	2	22	5	5	0	n/a	7	5
Western	0	n/a	1	2	4	14	2	22	1	16	0	n/a	0	n/a	1	8
Eastern	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	3
Southwest	0	n/a	0	n/a	0	n/a	1	9	0	n/a	0	n/a	1	14	4	4
State	3	10	7	7	5	14	5	12	3	20	6	11	3	13	15	5

Qualitative Case Review Findings—Review Conducted December 2004 and March 2005

Average number of months children in custody by sex

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Northern	10	11	10	8	10	8	7	8	11	8	10	12	12	11	11	13
Salt Lake Valley	22	15	16	14	12	9	15	13	17	18	21	15	12	12	15	17
Western	16	17	17	12	12	10	9	10	10	21	20	16	20	10	11	14
Eastern	13	13	20	17	11	24	26	16	13	8	15	9	11	14	17	12
Southwest	22	10	15	7	7	17	13	8	9	9	11	15	12	17	9	18
State	17	13	15	11	11	12	13	11	13	13	17	14	13	12	14	15

9. Percent of CPS investigations initiated within the time period mandated by state or local statute, regulation, or policy.

		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
		Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time
Northern	priority 1	7	100%	3	100%	2	100%	1	0%	n/a*	n/a*	2	100%	n/a*	n/a*	n/a*	n/a*
	priority 2	230	91%	249	94%	296	93%	302	91%	254	93%	307	94%	269	94%	345	97%
	priority 3	911	72%	779	77%	774	78%	912	74%	817	75%	875	81%	855	82%	938	81%
	priority 4	167	80%	168	83%	188	88%	224	81%	172	84%	171	87%	143	87%	53	89%
Salt Lake	priority 1	34	76%	22	82%	23	87%	19	89%	20	85%	20	95%	29	93%	17	100%
	priority 2	362	90%	375	92%	375	91%	422	92%	333	91%	380	89%	330	95%	422	91%
	priority 3	1587	68%	1600	70%	1611	74%	1820	73%	1780	70%	1794	72%	1628	74%	1951	76%
	priority 4	422	76%	406	75%	378	76%	363	83%	390	81%	331	84%	335	83%	115	81%
Western	priority 1	20	90%	15	93%	20	80%	24	92%	21	95%	14	93%	16	94%	16	94%
	priority 2	70	84%	82	82%	96	91%	108	85%	57	86%	104	94%	103	92%	110	90%
	priority 3	402	65%	489	70%	490	57%	546	78%	468	75%	501	74%	496	83%	640	83%
	priority 4	146	61%	119	70%	5	60%	135	75%	146	80%	127	74%	132	81%	53	72%
Eastern	priority 1	14	57%	19	79%	10	90%	9	78%	5	100%	12	83%	4	75%	14	86%
	priority 2	39	95%	43	86%	40	73%	46	83%	34	88%	32	94%	26	85%	37	92%
	priority 3	233	85%	275	79%	248	81%	234	85%	250	80%	223	85%	236	83%	267	82%
	priority 4	17	82%	18	61%	12	92%	8	63%	12	75%	7	86%	8	88%	2	100%
Southwest	priority 1	14	79%	16	75%	16	88%	23	91%	13	77%	13	92%	16	81%	18	89%

Qualitative Case Review Findings—Review Conducted December 2004 and March 2005

		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
	priority 2	50	90%	31	84%	49	90%	47	91%	47	94%	53	91%	43	98%	35	91%
	priority 3	270	86%	300	84%	290	87%	308	85%	345	80%	295	84%	317	90%	399	85%
	priority 4	122	93%	91	90%	73	90%	80	94%	85	80%	84	86%	39	79%	17	94%
State	priority 1	89	79%	75	83%	68	88%	76	88%	59	88%	61	92%	65	89%	65	92%
	priority 2	756	90%	785	91%	865	91%	929	90%	726	91%	879	92%	772	94%	952	93%
	priority 3	3410	72%	3447	73%	3385	77%	3826	76%	3669	74%	3691	76%	3532	79%	4203	80%
	priority 4	876	72%	803	77%	758	81%	812	82%	806	81%	722	83%	657	83%	242	82%

*n/a indicate no priority 1 referrals.

10. Percent of children experiencing fewer than three placement changes within an Out-of-Home Care service episode.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	97	72%	81	64%	70	74%	92	71%	82	70%	60	71%	77	64%	82	69%
Salt Lake	101	53%	79	42%	95	62%	101	57%	82	43%	86	46%	103	53%	120	57%
Western	26	68%	31	66%	33	72%	39	70%	27	59%	20	57%	23	62%	19	49%
Eastern	40	80%	25	57%	28	65%	24	56%	31	63%	26	58%	12	57%	40	77%
Southwest	17	51%	10	45%	19	68%	23	68%	36	77%	14	70%	29	67%	18	78%
State	281	62%	226	53%	245	67%	279	63%	258	57%	206	56%	244	67%	279	63%

11. Number and percent of children in placement by order of restrictiveness. Point-in-time: last day of the report period.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
Residential Treatment	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	44	10%	44	11%	47	10%	73	12%	86	14%	86	14%	78	15%	68	13%
Salt Lake Valley	120	13%	128	14%	131	14%	252	22%	237	21%	231	20%	130	13%	120	13%
Western	25	10%	24	10%	33	12%	50	15%	57	18%	47	14%	38	11%	35	10%
Eastern	14	5%	25	9%	27	10%	42	13%	39	13%	36	13%	25	10%	23	9%
Southwest	7	6%	8	6%	9	6%	16	10%	16	10%	14	10%	11	25%	10	7%

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	1st QT 2004 Number	Percent	2nd QT 2004 Number	Percent	3rd QT 2004 Number	Percent	4th QT 2004 Number	Percent	1st QT 2005 Number	Percent	2nd QT 2005 Number	Percent	3rd QT 2005 Number	Percent	4th QT 2005 Number	Percent
State	210	10%	229	11%	247	12%	433	17%	435	17%	414	17%	282	13%	256	11%
Group Home																
Northern	11	3%	5	1%	7	2%	23	4%	18	3%	15	3%	9	2%	13	2%
Salt Lake Valley	61	6%	66	7%	72	7%	134	12%	121	11%	97	8%	49	5%	56	6%
Western	2	1%	4	2%	3	1%	4	1%	8	2%	6	2%	5	2%	6	2%
Eastern	6	2%	8	3%	10	4%	11	4%	5	2%	4	1%	7	3%	10	4%
Southwest	4	4%	5	4%	2	1%	9	5%	7	4%	7	5%	2	2%	1	1%
State	84	4%	88	4%	94	4%	181	7%	159	6%	129	5%	72	3%	86	4%
Therapeutic/Treatment Foster Homes																
Northern	132	30%	146	36%	166	37%	198	33%	200	33%	197	33%	143	28%	151	28%
Salt Lake Valley	224	24%	224	24%	226	23%	297	26%	270	24%	265	23%	254	26%	248	26%
Western	94	38%	95	38%	104	39%	131	40%	129	40%	123	37%	109	33%	106	31%
Eastern	99	38%	103	36%	101	36%	128	41%	118	39%	104	38%	92	35%	88	34%
Southwest	35	31%	31	25%	41	29%	50	30%	50	31%	42	31%	33	25%	35	25%
State	584	29%	599	30%	638	30%	804	31%	768	30%	731	29%	631	28%	628	28%
	1st QT 2004		**2nd QT 2004**		**3rd QT 2004**		**4th QT 2004**		**1st QT 2005**		**2nd QT 2005**		**3rd QT 2005**		**4th QT 2005**	
Family Foster Home	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	203	47%	182	45%	206	46%	352	59%	349	58%	332	56%	236	46%	260	48%
Salt Lake Valley	456	48%	421	45%	451	47%	621	54%	602	53%	611	53%	463	47%	438	46%
Western	113	45%	116	46%	119	44%	167	52%	161	50%	178	53%	165	50%	154	45%
Eastern	130	50%	143	50%	139	20%	172	55%	162	54%	142	51%	131	50%	129	50%
Southwest	54	48%	77	62%	79	56%	103	62%	94	59%	82	61%	75	57%	85	60%
State	956	48%	939	47%	994	47%	1415	55%	1368	54%	1345	54%	1070	48%	1066	48%
Other																
Northern	44	10%	20	5%	14	3%	38	6%	60	10%	72	12%	50	10%	49	9%
Salt Lake Valley	93	10%	79	8%	78	8%	159	14%	167	15%	192	17%	89	9%	94	10%
Western	15	6%	12	5%	10	4%	31	10%	42	13%	41	12%	14	4%	38	11%
Eastern	9	3%	7	2%	0	0%	12	4%	18	6%	13	5%	5	2%	6	2%
Southwest	13	12%	4	3%	8	6%	16	10%	30	19%	23	17%	11	8%	11	8%
State	174	9%	122	6%	110	5%	256	10%	317	13%	341	14%	169	8%	198	9%

Qualitative Case Review Findings—Review Conducted December 2004 and March 2005

12. Number and percent of all children younger than five years at entry who exit custody in year and who did not attain permanency within six months by closure reason.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
Adoption final																
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	14	64%	12	60%	11	58%	10	71%	15	71%	7	47%	13	62%	13	62%
Salt Lake	22	69%	40	78%	18	51%	22	79%	10	33%	27	69%	32	84%	28	64%
Western	11	73%	3	75%	9	69%	8	80%	4	50%	3	33%	0	0%	4	40%
Eastern	0	0%	2	25%	2	67%	2	29%	3	33%	2	20%	0	0%	6	55%
Southwest	0	0%	2	67%	7	100%	6	67%	0	0%	4	80%	9	64%	1	100%
State	47	62%	59	69%	47	61%	48	70%	32	43%	43	55%	54	65%	52	60%
Reunification																
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	5	23%	2	10%	5	26%	3	21%	5	24%	6	40%	6	29%	7	33%
Salt Lake	10	31%	4	8%	15	43%	5	18%	15	50%	8	21%	5	13%	9	20%
Western	2	13%	0	0%	4	31%	1	10%	3	38%	5	56%	4	50%	6	60%
Eastern	3	60%	3	38%	0	0%	5	71%	5	56%	8	80%	1	50%	4	36%
Southwest	2	100%	1	33%	0	0%	2	22%	5	83%	1	20%	5	36%	0	0%
State	22	29%	10	12%	24	31%	16	24%	33	45%	28	36%	21	25%	26	30%
Custody Returned to Relative/Guardian																
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	3	14%	6	30%	3	16%	1	7%	1	5%	2	13%	2	10%	1	5%
Salt Lake	0	0%	5	10%	2	6%	1	4%	4	13%	3	8%	0	0%	4	9%
Western	0	0%	1	25%	0	0%	0	0%	1	13%	1	11%	4	50%	0	0%
Eastern	2	40%	1	13%	1	33%	0	0%	0	0%	0	0%	1	50%	0	0%
Southwest	0	0%	0	0%	0	0%	1	11%	1	17%	0	0%	0	0%	0	0%
State	5	3%	13	15%	6	8%	3	4%	7	9%	6	8%	7	8%	5	6%
Custody to Foster Parent																
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	2	4%	0	0%	0	0%	0	0%	0	0%	1	3%	2	5%
Western	0	0%	0	0%	0	0%	1	10%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	1	13%	0	0%	0	0%	1	11%	0	0%	0	0%	1	9%

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	3	3%	0	0%	1	1%	1	1%	0	0%	1	1%	3	3%

Death

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	1	3%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	1	13%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	1	1%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%

Age of Majority

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	1	13%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%

13. Number and percent of all children exiting custody in year who did not attain permanency within six months by closure reason.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005	
Adoption final																
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	18	27%	22	42%	18	41%	13	29%	17	31%	12	31%	18	27%	23	36%
Salt Lake Valley	37	32%	55	43%	23	27%	33	32%	22	20%	43	37%	45	42%	41	34%
Western	13	43%	10	30%	10	33%	10	29%	6	17%	6	21%	2	8%	5	18%
Eastern	0	0%	4	19%	7	29%	4	13%	4	11%	2	7%	0	0%	7	23%
Southwest	2	9%	4	27%	7	54%	7	35%	1	4%	4	36%	17	47%	2	18%
State	70	27%	95	38%	65	33%	67	29%	50	19%	67	30%	82	33%	78	31%

Emancipation

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	8	12%	1	2%	7	16%	9	20%	7	13%	6	15%	10	15%	8	13%
Salt Lake Valley	24	21%	9	7%	10	12%	15	15%	30	27%	20	17%	23	22%	26	22%
Western	6	20%	5	15%	3	10%	5	14%	10	28%	7	25%	2	8%	9	32%
Eastern	6	21%	3	14%	3	13%	11	35%	7	19%	4	14%	3	23%	6	20%
Southwest	9	41%	3	20%	2	15%	4	20%	1	4%	2	18%	5	14%	2	27%
State	53	20%	21	8%	25	13%	44	19%	55	21%	39	17%	43	17%	51	21%

Returned to parents

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	28	42%	16	31%	14	32%	14	31%	20	37%	12	31%	28	42%	19	30%
Salt Lake Valley	31	27%	33	26%	41	49%	35	34%	44	39%	28	24%	18	17%	30	25%
Western	5	17%	11	33%	16	53%	11	31%	10	28%	12	43%	12	50%	12	43%
Eastern	9	32%	5	24%	5	21%	10	32%	20	56%	20	71%	3	23%	12	40%
Southwest	8	36%	6	40%	1	8%	8	40%	19	83%	3	27%	11	31%	4	36%
State	81	31%	71	28%	77	39%	78	33%	113	43%	75	34%	72	29%	77	31%

Custody to relative/guardian

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	11	17%	9	17%	4	9%	3	7%	6	11%	7	18%	8	12%	2	3%
Salt Lake Valley	8	7%	19	15%	4	5%	7	7%	8	7%	7	6%	7	7%	10	8%
Western	2	7%	5	15%	0	0%	4	11%	6	17%	2	7%	6	25%	1	4%
Eastern	6	21%	2	10%	3	13%	4	13%	1	3%	0	0%	3	23%	0	0%
Southwest	1	5%	1	7%	2	15%	1	5%	2	9%	1	9%	3	8%	0	0%
State	28	11%	36	14%	13	7%	19	8%	23	9%	17	8%	27	11%	13	5%

Custody to youth corrections

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	5	11%	3	6%	1	3%	0	0%	8	13%
Salt Lake Valley	10	9%	5	4%	4	5%	5	5%	6	5%	7	6%	6	6%	5	4%
Western	1	3%	0	0%	0	0%	2	6%	1	3%	1	4%	0	0%	0	0%
Eastern	3	11%	1	4%	3	13%	2	7%	0	0%	1	4%	3	23%	1	3%
Southwest	2	9%	0	0%	1	8%	0	0%	1	4%	0	0%	0	0%	0	0%
State	16	6%	6	3%	8	4%	14	6%	11	4%	10	4%	9	4%	14	6%

Custody to foster parent

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	1	2%	1	2%	0	0%	0	0%	0	0%	0	0%	2	3%	0	0%
Salt Lake Valley	1	1%	3	2%	1	1%	3	3%	1	1%	3	3%	2	2%	3	3%
Western	1	3%	2	6%	0	0%	2	6%	0	0%	0	0%	0	0%	0	0%
Eastern	2	7%	3	14%	0	0%	0	0%	3	8%	1	4%	0	0%	3	10%
Southwest	0	0%	1	7%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
State	5	2%	10	4%	1	1%	5	2%	4	2%	5	2%	4	2%	6	2%

Death

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake Valley	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	2	1%	0	0%	1	<1%	1	<1%	0	0%	0	0%	0	0%

Non-petitional release

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake Valley	3	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	2	7%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	5	2%	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%

Child Ran Away

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	1	2%	1	2%	1	3%	1	1%	4	6%
Salt Lake Valley	2	2%	5	4%	1	1%	5	5%	0	0%	8	7%	6	6%	4	3%
Western	0	0%	0	0%	1	3%	0	0%	2	6%	0	0%	1	4%	1	4%
Eastern	2	7%	0	0%	2	8%	0	0%	1	3%	0	0%	1	8%	1	3%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%
State	4	2%	0	0%	4	2%	6	3%	4	2%	9	4%	9	4%	11	4%

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Voluntary custody terminated

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake Valley	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	1	3%	0	0%	1	4%	0	0%
Eastern	0	0%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%
State	0	0%	0	0%	1	1%	0	0%	1	>1%	1	<1%	1	<1%	1	<1%

14. Number and percent of children age 18 or older, exiting care by education level.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Attending School																
Northern	3	30%	0	0%	3	38%	2	20%	1	13%	0	0%	2	17%	3	23%
Salt Lake	6	27%	8	62%	3	27%	1	6%	2	6%	0	0%	3	13%	3	13%
Western	3	50%	2	33%	2	50%	0	0%	1	10%	0	0%	1	33%	0	0%
Eastern	3	43%	0	0%	1	17%	5	42%	0	0%	3	43%	1	33%	2	33%
Southwest	9	82%	1	50%	1	50%	1	25%	1	33%	0	33%	1	20%	3	75%
State	24	43%	11	42%	10	32%	9	19%	5	9%	3	9%	8	17%	11	19%
Graduated																
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	1	10%	1	14%	0	0%	0	0%
Eastern	0	0%	0	0%	1	17%	0	0%	3	50%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	0	0%	1	3%	0	0%	4	7%	1	2%	0	0%	0	0%
Not in School*																
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%

	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
State	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Data Not Entered in System																
Northern	8	80%	2	100%	5	63%	8	80%	7	88%	6	100%	10	83%	10	77%
Salt Lake	17	77%	6	46%	8	73%	16	94%	29	94%	20	100%	21	88%	21	88%
Western	3	50%	4	67%	2	50%	5	100%	8	80%	6	86%	2	67%	10	100%
Eastern	4	57%	3	100%	4	67%	7	58%	3	50%	4	57%	2	67%	4	67%
Southwest	3	27%	1	50%	1	50%	3	75%	2	67%	2	67%	4	80%	1	25%
State	35	63%	16	62%	20	65%	9	81%	49	84%	38	88%	39	83%	46	81%

*Not in school means dropped out, suspended or expelled.

15. Number of children in custody who are legally freed for adoption and the percent who are placed in an adoptive home within six months.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		3rd Qt 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	26	42%	18	22%	16	19%	2	14%	14	14%	14	7%	18	11%	17	29%
Salt Lake	47	21%	40	20%	33	12%	4	15%	23	30%	15	13%	24	25%	29	21%
Western	1	0%	1	0%	1	0%	0	0%	1	0%	1	0%	1	0%	7	57%
Eastern	12	42%	8	13%	3	0%	1	17%	4	25%	3	0%	3	0%	5	0%
Southwest	8	13%	5	20%	3	33%	1	50%	2	50%	3	33%	1	0%	1	0%
State	94	29%	72	19%	56	14%	8	16%	44	25%	39	11%	47	17%	59	25%

16. Number and Percent of adoption placements that disrupt before finalization.

	1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	1	3%	0	0%	0	0%	0	0%	1	4%	0	0%	0	0%	5	11%
Salt Lake	0	0%	1	1%	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	1	11%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	2	2%	1	1%	1	1%	0	0%	1	1%	0	0%	0	0%	5	4%

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